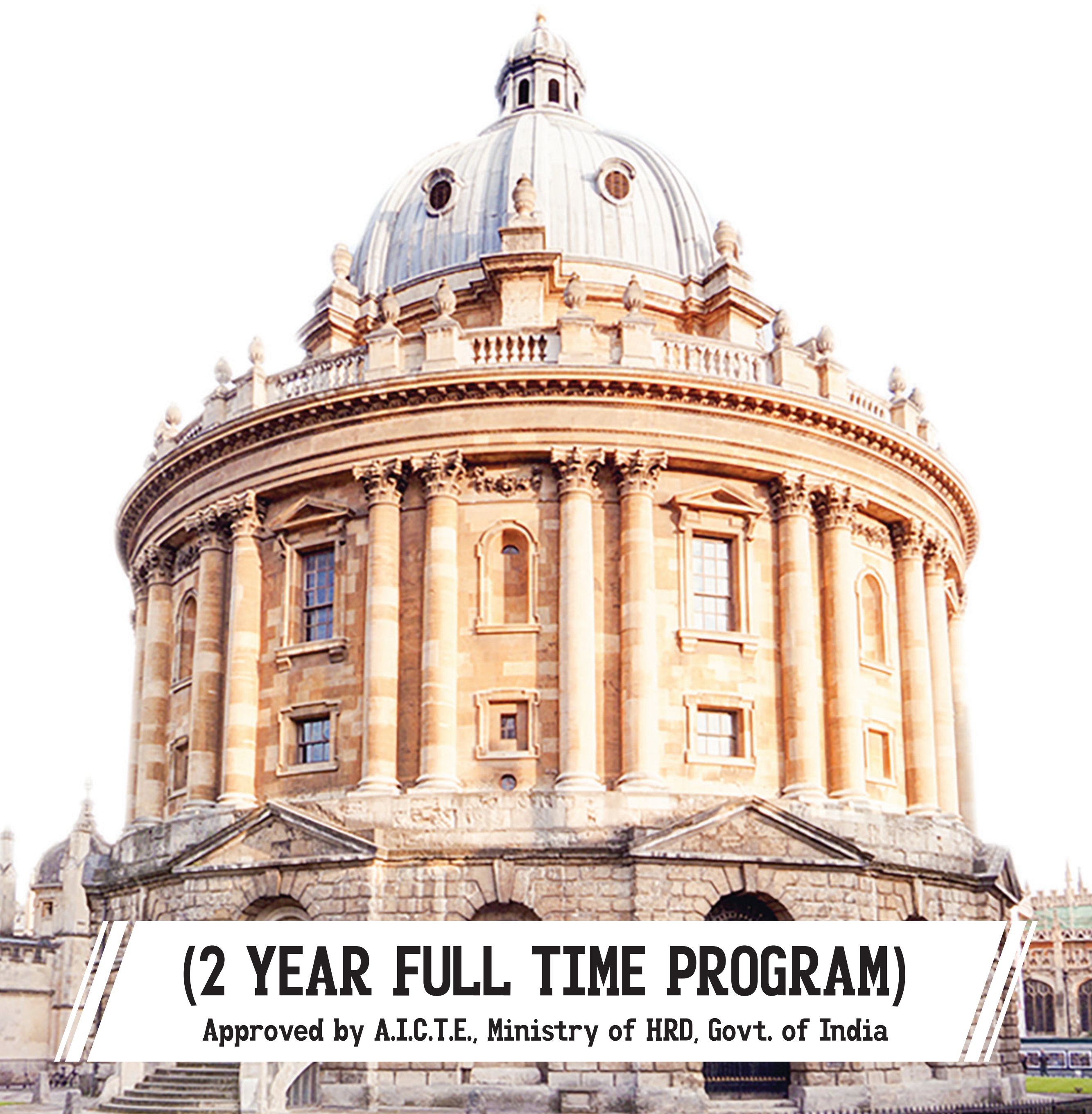


# STUDENT HANDBOOK

## PGDM 2021-23



**(2 YEAR FULL TIME PROGRAM)**

Approved by A.I.C.T.E., Ministry of HRD, Govt. of India



# STUDENT HANDBOOK

Welcome to Asian Business School (ABS)

ABS is committed to the advancement of knowledge and practice in management through excellence in education and research in the fields of business and management. Our academic programs offer exhaustive management education with a practical approach and applied orientation. We focus on leadership development and creating leaders for the real business world. Our programs integrate the strategic, functional, and behavioral aspects of management. ABS invests in its students' success and supports them as they launch into their careers.

This **Student Handbook** has been prepared to provide students with information about campus resources and services available to the students, student life and the Institution procedures. In addition, this handbook contains information about the Vision, Mission, Core Values and culture of Asian Business School to apprise the students about our objectives and the outcomes we aim to achieve. The policies contained in this handbook are applicable to all students and should be followed accordingly.

ABS makes this handbook available to each student and it is the responsibility of every student to acquaint himself/herself with its contents.

By enrolling with ABS you agree to comply with all the rules and regulations of the institution. Ignorance of a policy or regulation will not be considered an excuse for failure to observe it.

The student handbook covers all the important policies drafted for the benefit of the students and their academic development. The student handbook concisely focuses upon

- Grading System
- Evaluation System
- Syllabus
- Expected Code of Conduct
- Academic and Administrative Policies and Procedures

## VISION

### “GROWTH WITH EDUCATION”

Our vision of the future is to build ABS into a business school with a reputation that matches the reputation of Leading World Class Institution. This means that our long-term objective is to become a leading Indian business school known for critical thinking and social responsibility. We envision ABS as an institution that produces outstanding research that has a direct impact on our educational activities and our engagement with the business world. More specifically, we want to build ABS into an institution that:

attracts highly-qualified faculty who develop innovative knowledge that is highly relevant to the business world and society at large, and who disseminate this knowledge through publications in top-tier scientific and professional journals and through corporate engagement

attracts highly-talented students and provides them with an intercultural learning environment that offers research-based expertise in the various programs and executive education and helps them develop their professional skills by cooperating closely with corporate partners.

## MISSION

The mission of Asian Business School is to establish well researched and pragmatic business practices to enable the students to meet the challenges of a fast-changing business environment in the new world economic order. Asian Business School aims at developing conceptual and practical skills to convert abilities of students into managerial competence, required in today's competitive environment.

We at Asian Business School strongly believe that a blend of relevant knowledge, skill and right attitude is essential for the overall development of students which determines their growth & success in the corporate world.

### Core Values

**E: Excellence**-Excellence in Education through Industry and Academia under one Umbrella

**D: Dedication**- Strong hub of Management, Directors, and Advisory Board with clear vision and sincere efforts

**U: Unity**-Unified staff and students

**C: Clarity**- Clear thought process for the accomplishment of Mission

**A: Achievement**- Keen to set a benchmark for the accomplishment of particular tasks and striving for success in achieving the same

**T: Togetherness**-Belongingness towards the Institution and society

**I: Innovativeness**- Value addition through innovative teaching-learning

**O: Optimism**- Positive mind framework for quality assurance and accepting the challenges in the world of Globalization

**N: Nurturing**- Grooming the personality as per the requirement of corporate world

Asian Business School			
Concerned for your Concerns			
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## **PGDM Program Details**

Asian Business School is committed to provide the management knowledge and skills relevant for developing competent professionals who are capable of applying their acquired skill set and knowledge for leading and managing businesses ethically in the global context.

ABS offers two-year full-time Post Graduate Diploma in Management approved by AICTE, New Delhi. Further accreditations and affiliations for adding value to the program are subject to the norms of respective authorizing government bodies. The program enables its students to attain leadership in their pursuit of Business Management. The curriculum incorporates study of various functional areas in domains of Marketing, Finance, Human Resources Management and Information Technology.

### **Program Educational Objectives (PEOs) of PGDM Program**

The objective of PGDM program at ABS is to equip students with the ability to integrate the knowledge from various disciplines, develop logical & critical thinking wherein they can recognize and solve the problems, weigh & understand ethical issues and communicate effectively. Within this broad framework following program educational objectives are stated:

PEO 1: Provide students with attitude and aptitude to identify, analyze and develop business opportunities as well as solve business problems

PEO 2: Develop the ability in students for strategic planning, leadership and team building across borders and cultures

PEO 3: Instill and hone the skills in students by knowledge transfer with a practical approach for making them competent management professionals through application of the acquired knowledge and skills

PEO 4: Develop the written and oral communication competencies of students to enhance managerial effectiveness

PEO 5: Enhance students' appreciation of the values of social responsibility, legal and ethical principles and corporate governance as a global citizen

PEO 6: Equip students with the necessary attitude and ability to adapt to dynamic business environment and the rapid changes in it due to technological advancements

PEO 7: Develop students into individuals of strong character with mental and emotional resilience towards situations of crisis and stress so as to make them emerge as agile leaders with ability of bringing about transformation and positive change

### **Program Outcomes of PGDM Program**

The Post Graduate Diploma in Management (PGDM) program has following intended outcomes that are duly aligned with the educational objectives listed above. These program outcomes are:

#### **PO1: Business Environment and Domain Knowledge**

Students will be able to identify and analyze economic, socio - cultural, political and legal factors present in the national and global business environment which have an influence over the conduct of business and gain the knowledge of various domains relevant to business. This helps in understanding the functioning of businesses and identifying potential business opportunities.

#### **PO2: Skill Development and Pragmatic Approach for Innovative Solutions**

Students will be able to practically apply the concepts, tools and techniques learnt during the program in real life business situations for devising optimal and innovative solutions to business problems.

#### **PO3: Critical Thinking, Business Analysis and Problem Solving**

Students will develop competencies in quantitative and qualitative analysis techniques along with the ability to think and analyze critically and apply the conclusions of rational decision making process to problem solving in functional areas such as Marketing, Finance, Human Resources and Business Strategy.

#### **PO4: Effective Communication**

Students will develop the ability to communicate effectively through oral as well as written modes using appropriate technology and logical reasoning to articulate ideas at a level which reflects competence.

#### **PO5: Socially Responsive and Ethical Leadership and Entrepreneurial Ability**

Students will develop the ability to lead and build teams demonstrating ethical standards in business decision making with responsiveness to contemporary social issues. They will develop an aptitude for innovativeness and an attitude for taking calculated risks necessary for realizing the entrepreneurial potential in them leading to economic and social development of the country.

#### **PO 6: Global Exposure and Cross-Cultural Functioning**

Students will be able to develop a global outlook and an understanding of cross cultural functioning of business.

### **Program Specific Outcomes of PGDM Program**

The Post Graduate Diploma in Management (PGDM) program has following intended specific outcomes that are duly aligned with the educational objectives and program outcomes listed above. These program specific outcomes are:

- **PSO1: Ability to apply the fundamental knowledge of management sciences to optimally solve the complex business problems.**
- **PSO2: Demonstrated practice of professional ethics and standards for societal and environmental well-being.**
- **PSO3: Equipped with skills, attributes, leadership and entrepreneurial qualities for high employability.**

AICTE Approved Two Year Full Time PGDM Program: Curriculum Structure. The program will span out in four semesters. The following is the apportioned details of various courses across the semesters:

<b>Term</b>	<b>No. of Courses</b>	<b>No. of Credits</b>
<b>I</b>	9 + Capstone Project	30
<b>II</b>	9 + Capstone Project	30
<b>III</b>	2 Core + 7 Electives	27
<b>IV</b>	1 Core + 7 Electives + Research Project	27
	Summer Internship	06
<b>Total</b>	<b>35 + Projects</b>	<b>120</b>

#### Semester – I

<b>Code</b>	<b>Subjects</b>	<b>Credits</b>	<b>Teaching Hours</b>
PGDM101	Management Principles & Organizational Behaviour	3	30
PGDM102	Accounting for Managers	3	30
PGDM103	Managerial Economics	3	30
PGDM104	Business Statistics & Quantitative Techniques	3	30
PGDM105	Computer Fundamentals and Applications in Management	3	30
PGDM106	Marketing Management	3	30
PGDM107	Legal & Business Environment	3	30
PGDM108	Business Ethics & Corporate Governance	3	30
PGDM109	Personality Development Corporate Communication I	3	30
PGDM110	Capstone Project	3	
	<b>Total Credits</b>	<b>30</b>	<b>270</b>

#### Semester– II

	<b>Subjects</b>	<b>Credits</b>	<b>Teaching Hours</b>
PGDM201	Market & Sales Management	3	30
PGDM202	Human Resource Management	3	30
PGDM203	Business Research Methods	3	30
PGDM204	Financial Management	3	30
PGDM205	Project Management	3	30
PGDM206	Strategic Management	3	30
PGDM207	Entrepreneurship	3	30
PGDM208	Digital Marketing (in association with NIIT)	3	30
PGDM209	Personality Development Corporate Communication II	3	30
PGDM210	Capstone Project	3	
	<b>Total Credits</b>	<b>30</b>	<b>270</b>



**Semester– III**

<b>Code</b>	<b>Subjects</b>	<b>Credits</b>	<b>Teaching Hours</b>
PGDM301	Production & Operations Management	3	30
PGDM302	Business Analytics	3	30
PGDM SP* - 01	Elective 1	3	30
PGDM SP* - 02	Elective 2	3	30
PGDM SP* - 03	Elective 3	3	30
PGDM SP* - 04	Elective 4	3	30
PGDM SP* - 05	Elective 5	3	30
PGDM SP* - 06	Elective 6	3	30
PGDM OP** - 01/02	Open Elective 1	3	30
	<b>Total</b>	<b>27</b>	<b>270</b>

\*SP stands for Specialization Code (M- Marketing, F- Finance, HR- Human Resource Management, IT- Information Technology) \*\*OP stands for Open Elective (One open elective to be chosen out of two)

**Semester– IV**

	<b>Subjects</b>	<b>Credits</b>	<b>Teaching Hours</b>
PGDM401	International Business & Trade	3	30
PGDM402	Research Project	3	-
PGDM SP* - 01	Elective 7	3	30
PGDM SP* - 02	Elective 8	3	30
PGDM SP* - 03	Elective 9	3	30
PGDM SP* - 04	Elective 10	3	30
PGDM SP* - 05	Elective 11	3	30
PGDM SP* - 06	Elective 12	3	30
PGDM OP** - 03/04	Open Elective 2	3	30
	<b>Term</b>	<b>27</b>	<b>240</b>

\*SP stands for Specialization Code (M- Marketing, F- Finance, HR- Human Resource Management, IT- Information Technology) \*\*OP stands for Open Elective (One open elective to be chosen out of two)

## **ELECTIVE COURSES**

### **Marketing**

- M 01 Services Marketing
- M 02 Consumer Behaviour
- M 03 Product & Brand Management
- M 04 International Marketing
- M 05 Integrated Marketing Communication
- M 06 Marketing Research

### **Finance**

- F 01 Behavioural Finance
- F 02 Mergers, Acquisitions and Corporate Restructuring
- F 03 Financial Derivatives
- F 04 Security Analysis & Portfolio Management
- F 05 International Financial Management
- F 06 Financial Modeling & Valuation

### **Information Technology**

- IT 01 Database Management System & Data Warehousing
- IT 02 Data Mining & Systems for Managerial Decisions
- IT 03 Software Engineering & Project Management
- IT 04 Cloud Computing & IoT
- IT 05 E-Business
- IT 06 Global Information System

### **Human Resource Management**

- HR 01 International Human Resource Management
- HR 02 Industrial Relations & Labour Laws
- HR 03 Human Resource Development
- HR 04 Organizational Change & Development
- HR 05 Human Resource Metrics and Analytics
- HR 06 Performance Management & Compensation Strategies

### **Guidelines for Students:-**

- Students have to undergo compulsory Summer Internship of 6 Credits at the end of 2<sup>nd</sup> Semester (Duration 6-8 weeks).
- Out of the 12 compulsory electives, it is mandatory for the students to pursue 6 electives each from both the specializations(dual) they opt for.
- Out of the 4 open electives, it is mandatory for the students to pursue 2 electives. They need to opt for one elective each in the third and fourth semester from the two open electives on offer in that semester.
- Electives once opted will not be changed.
- Hours allocation for course coverage, given in schedule are tentative and may be altered as per requirement of faculty, with prior notice to students on notice boards of Asian Business School, Noida.

## ACADEMICS

### Overview

ABS aims at harnessing the best researched and the most widely implemented methods of dissemination of information to support excellence in teaching, learning and research. The real essence of curriculum design and delivery is to make students highly innovative & adaptive according to the current needs of industry. The innovative pedagogy at ABS helps the students in enhancing conceptual knowledge, building analytical reasoning, ability to communicate and enhance problem solving approach.

ABS believes in active learning system and participative teaching methodologies. Along with the class-room teaching for imparting theoretical & conceptual knowledge, group learning through different techniques viz, discussions/debates, role- plays, project work, case studies, corporate training, presentations, etc. is also incorporated.

### Academic Regulation

ABS believes in continuous development and transparency at all levels, with this objective ABS authorities highly appreciate feedback from students with prior appointment.

**1.1 Choice of Specialization:** The student is required to choose two specializations in year two for which they are supposed to study six elective courses in Semester-III and six elective courses in Semester-IV.

**1.2 Choice of Open Electives:** The student is required to choose two open electives in year two for which they are supposed to study one elective course in Semester-III and one elective course in Semester-IV.

**1.3 Summer Internship Project Report:** Every student shall undertake summer internship at the end of Semester II and the project report based on this internship shall be submitted for earning 6 credits. Summer Internship is an essential component of PGDM program which provides practical exposure to the students for moving ahead in their corporate career.

**1.4 Research Project Report:** Every student shall undertake a research project in Semester IV and project report shall be submitted for earning 3 credits. Research project helps in developing the research aptitude in students which is essential for developing analytical skills.

**1.5 No Dues Clearance for the Registration in Academic Sessions:** Student will be required to register themselves for all the subsequent semesters before the commencement of semester by filling up the format shared by Academic Support. Students with dues will not be allowed to access registration form unless they clear their dues. Thus, it is mandatory for the students to clear all their dues related to Fee, Fine, Library Dues, Hostel Dues or any other dues applicable within the stipulated time (as per the admission letter) to make themselves eligible to register for next semester academic assistance, in case of any query or assistance required for process compliance, they are required to seek approval from Department of Student Welfare. Absence of “No Dues Clearance” or appropriate approval from DSW may result into withdrawal of academic assistance. Important to note, distribution of Laptop in semester 2 is subject to clearance of dues (if any).

**1.6 Teaching and Evaluation:** Teaching and evaluation form a unity of function and operate in a climate of mutual understanding and trust. To ensure a shared responsibility, the regulations indicate some formal guidance.

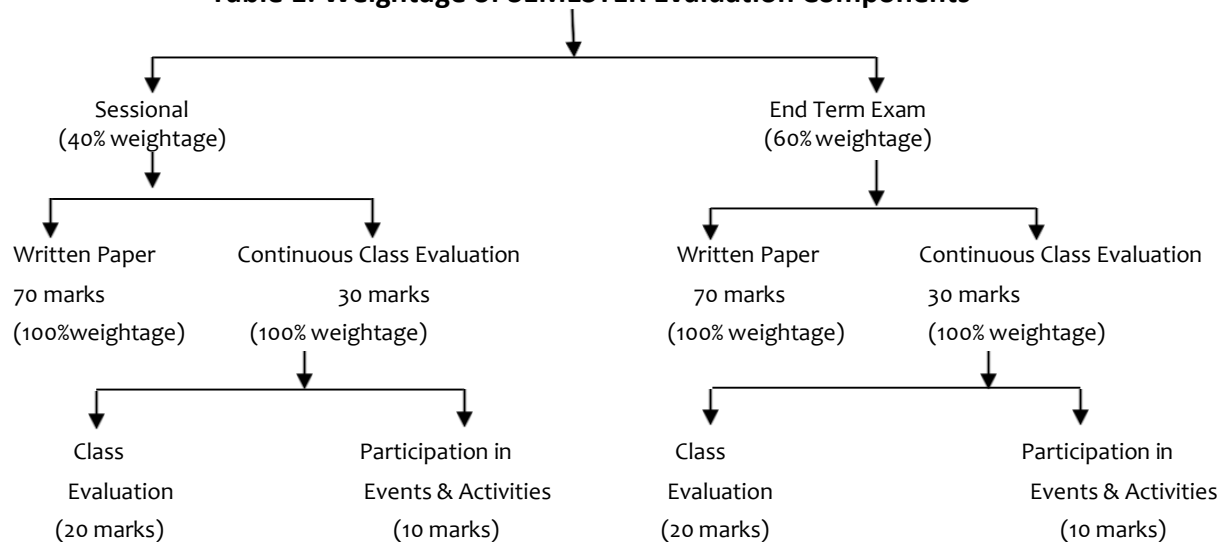
**Teaching:** The teaching would be explorative in nature and would encourage interaction. The objective of classroom education is to ignite the curiosity of students, generate habits of rational thinking in them, gear their mind to face the unfamiliar and train them to be decisive. The classroom instructions would help the students to organize and correlate facts, to comprehend ideas and to use the knowledge they acquire creatively, the students should also use the library, computer lab and other facilities provided to optimize their learning process. The student is demanded to show self-motivation and should be self-directed towards their studies.

#### **Evaluation Comprises of Internal & External Evaluation Components**

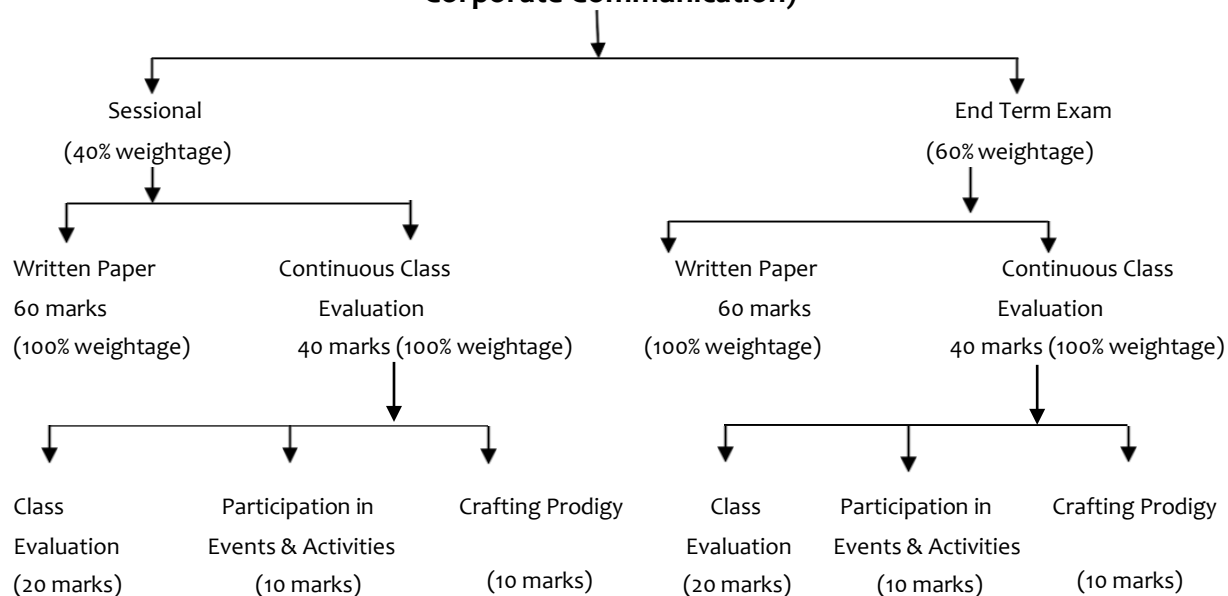
- i) At the beginning of the course, the faculty would announce to the class the necessary information in respect of operations of the course (pace, coverage, level of treatment, reading assignments, home tasks, and components of evaluation, their frequency, duration, tentative schedule, and relative weight-age of various components).
- ii) The evaluation broadly follows the following scheme:
  - (a) Class Evaluation includes Classroom tests, Projects, Seminars, Case studies, Report writing, Presentations, Assignments, Skill development exercises, etc.
  - (b) The attendance for the events and activities including club activities, seminars and conferences, guest lectures, industry visit etc. is mandatory. Participation in events and activities is part of internal assessment.



**Table 1: Weightage of SEMESTER Evaluation Components**



**Table 2: Weightage of SEMESTER Evaluation Components (for Personality Development and Corporate Communication)**



## **1.7 Unfair Practices**

Students are prohibited from resorting to unfair practices in the examinations or any of the other evaluation components, as per the rules and regulations laid down by the Institution.

If students are found to be resorting to unfair practices, like

- a. Carrying mobile phones inside the examination hall
- b. Carrying any form of cheat or any other paper with content written on it either related or not related to the subject
- c. Having written anything on the skin and cloth
- d. Talking to each other after entering the examination hall
- e. Looking into other answer sheets
- f. Showing answer sheet to other students
- g. Writing anything on the QP except enrolment number
- h. Writing anything on the Admit cards.
- i. Found talking to other students in the washroom and lobby area
- j. Found with any study material inside or outside the examination room including washrooms.
- k. Behaving in an indisciplined manner
- l. Causing disturbance to others
- m. In case of online exams, the content will be checked for plagiarism and if found copy pasted.
- n. Any student trying to log in without permission, etc.

They will be expelled from the examination hall and their answer script will be seized. Use of unfair practices noticed/ identified on the basis of the report submitted by the invigilator to the Dean Examination or by the faculty member during invigilation, would result in cancellation of the examination in which he/ she has been found using unfair means or may also lead to the cancellation of all the examinations that he/she may or may not have written. Student's name may even be struck off the rolls or he/ she may be subject to other punitive action as deemed fit.

## **1.8 Make-up Examinations**

In case of medical cases or other emergency circumstances if the student is unable to write the examination, he/she will be given an opportunity to write make up examinations. The decision of conducting the examination will be at the discretion of the examination department of the college. Make up examination dates will be notified on notice board by the Examination department in case of online exams the notification will be mailed to the students. Students need to fill make-up examination form, which has to be accompanied with the fees. It will be mentioned in the grade sheet of the student that he/she has cleared by giving "make-up" examination. The make-up examination would have the same format and standard as the main semester examination.

Students are required to ensure that they write the sessional and end term examination of each semester either in main term or make-up examination. Non-compliance may lead to cancellation of registration in course.

### 1.9 Re-appear Examinations

The students debarred from the examination on account of attendance, using unfair means during examinations and disciplinary action will have to write the re-appear examination and “re-appear” would be mentioned on their respective semester grade-sheet. The decision of conducting the reappear examination will be at the discretion of the examination department of the college. Reappear examination dates will be notified on notice board by the Examination department in case of online exams the notification will be mailed to the students, well before the commencement of the examination.

Make-up/ Re-appear examinations will be conducted only once. Those students, who will not appear for that as well, will be able to appear for the examination next year only.

### 1.10 Make-up Classes

Ensuring the quality of learning, special make-up classes are conducted for the students debarred from the exams due to medical or any other reasons. These make-up classes help students in preparing themselves for the re-appearance and make up exams. Attendance in these classes is mandatory. Non-compliance of 100% attendance in make-up classes will lead to non-eligibility to fill reappear form.

### 1.11 Supplementary Examinations

A student who is having a term grade as “E” will be writing Supplementary exams. A student need to clear the subject combining sessional and end term exams and not separately.

Supplementary examinations are conducted in order to provide an opportunity to students to achieve minimum academic requirements. As such, these are not meant for betterment/ improvement of academic performance.

Supplementary Exam Fees are to be paid by the student along with supplementary examination form. Supplementary examination fee once paid is non-refundable and will not be adjusted/ transferred to any course other than that it was paid for.

Grade sheets will be given to all students except those who have not given or cleared the examination.

**Note:** Make-up/ Re-appear / Supplementary examinations will cover the entire syllabus of the subject.

### 1.12 Examination fees

S.No	Examination	Particular	Fees
1	Make-up	In case of absence from the examination	Rs. 300 per paper
2	Re-appear	In case of less attendance in class	Rs. 500 per paper
3	Supplementary	In case of not clearing the examination	Rs. 300 per paper

### **1.13 Attendance & Leave Policy**

Asian Business School regards student's participation in class as essential to the learning process. Therefore, regular class attendance is mandatory for all students in each course failing which the students would be debarred from the examinations.

Attendance is very important because of two main reasons:

- a. It is a reflection of students' commitment towards achieving academic success.
- b. In order to achieve success in studies and further to develop into a competent professional, it is imperative that the students participate in and engage fully with, all their scheduled activities such as lectures, workshops, and seminars, etc.

To achieve academic excellence and ensure students are attending regular classes, we have an effective system of attendance in place that helps us to monitor our students so that we know that a breach does not occur.

All students are expected to attend classes regularly and maintain at least 80% attendance. Casual Leave (unplanned/planned) with prior approval will be permitted up to 20% of total classes per subject pre and post sessional examinations. Supporting documents for availing casual leave are not required.

Further in case of any emergency or critical situation 10% of additional reserved leave (Medical/Special) may be approved/ granted as per the discretion of Dean Student Welfare. For availing these additional leaves, supporting documents as a proof of exigency needs to be submitted along with leave application to the concerned authorities.

As a disciplinary measure, the student will not be allowed in the class after 5 minutes of the commencement of the class. The entry is solely at the discretion of the faculty taking the class.

Compensatory attendance for classes missed due to participation in CRC activities like placement interviews, seminars, live projects, etc. or for responsibilities given in extra- curricular events by college will be provided only when student submits the request for On Duty (OD) Leave to concerned authority through ERP Edumarshal login, either in advance or latest by 2 PM on the same day. Compensation in attendance will be made on pro-rata basis, i.e., only for the duration in which the student was actively involved in the CRC/other assigned activity and not for the whole day. The duration of active participation mentioned in OD request will be subject to verification by the respective activity in-charge.



### **Guidelines for Availing Leave:**

- a) In case of Planned Casual Leave, submit the Leave Application to Program Convener – ABS through your Edumarshal ERP Student login at least 48hrs before the date of planned leave.
- b) Planned leave without prior information and approval will not be sanctioned.
- c) In case of any unplanned absence, submit the Leave Application to Program Convener – ABS through your Edumarshal ERP Student login on the very first day of your absence. In case of internet connectivity issues you may call at board number for giving information followed by the leave application through your Edumarshal login as soon as the connectivity to internet is available.
- d) Any application received after 48hrs i.e after 2 days will be cancelled straight away irrespective of any excuse.
- e) In case of leaving college early due to ill health or coming late in morning, application is mandatory and require approval on the same day. Student has to ensure that this kind of application will be approved in rare cases and not as a regular affair.
- f) No leave will be sanctioned on the day of any Academic/CRC/Mega Event.
- g) In case of any Medical Leave, extending 2 days, medical leave application needs to be applied through Edumarshal login and Medical Prescription and Medical Certificates is mandatory to be uploaded along with the application through Edumarshal only. In case some medical tests have been carried out, a Copy of Medical Test Reports also should be uploaded.
- h) In case of a family exigency or tragedy in any unfortunate situation, student should apply for special leave through the Edumarshal login citing the reason for leave. Approval of special leave requests is under the prerogative of Dean Student Welfare.
- i) Any application pending approval would be visible in your Edumarshal login. Students need to check the status of their application and contact concerned department to discuss the same within one week from the date of application to avoid last minute confusion if any.
- j) Request for On Duty Leave for participation in CRC/ other activities must be submitted through your Edumarshal login, either in advance or latest by 2 PM on the day of leave keeping the activity faculty In-Charge as the approving authority in your application. Attendance will not be granted if OD request is not received in time.

Program Convener - ABS has the authority to approve/reject any leave. Records of authorized absence will be retained in the student's file.

### **1.14 Grading Policy**

The grading policy does not emphasize on a single examination and absolute numerical marks. At the end of semester, letter grades A+, A, B+, B, C, D, E are awarded to the students based on their overall performance in the course in sessional & end term examinations.

**1.14 a) Reports:** Apart from letter grades, certain events/facts are reported by suitable abbreviations. These reports are not to be construed as letter grades. The various reports listed

below are elaborated subsequently.

- a. No Show (NS)
- b. Not Cleared (NC)
- c. Withdrawn (W)
- d. Registration Cancelled (RC)
- e. Discontinued from the Program (DP)

**1.14 b) (i) No Show (NS) Report:** An event will be reported as 'No Show' in the following cases:

- i. Student has neither reported for registration on the specified date nor sought prior permission for late registration,
- ii. Reasons for request for late registration are found to be false/not genuine,
- iii. A "No-Show" report may lead to discontinuation from the program. Students who have "No Show" reports in two subsequent semesters will have their names struck off the rolls.

**1.14 b) (ii) Not Cleared (NC) Report:** Students who continue to remain registered in a course but give the faculty member inadequate opportunity to evaluate them by remaining absent from all evaluation components conducted by the faculty member or by remaining absent from the sessional examination and/or end term examination, will be given "NC" report.

In all these cases, the student will have to do self-study and write the re-appear exam next year.

If a student has an 'NC' report in a course, progression to the subsequent semester is not restricted except when the course with 'NC' report is a pre-requisite to a course in the subsequent semester.

If a student has an 'NC' report in two subsequent semesters, he/she may have to get himself/ herself re-registered/ transferred to the next batch.

**1.14.b) (iii) Withdrawn (W) Report:** A student may seek withdrawal from a course or from more than one course of a semester for any of the following reasons:

- i. The student is unable to register for the courses for genuine personal reason.
- ii. The student is unable to cope with the normal semester load and withdraws from courses to reduce his/her academic load for a particular semester.

Request for withdrawal should be made to Director.

**1.14.b) (iv) Registration Cancelled (RC) Report:** When a student's registration for a course is cancelled, it will be reported in the grade sheet as RC. An event will be reported as Registration Cancelled (RC) in the following cases:

- i. A provisionally admitted student fails to submit proof of graduation or equivalent and/or does not satisfy the minimum eligibility requirements for admission within the prescribed time.
- ii. Cancellation is recommended as a part of disciplinary action, for resorting to unfair means

during examinations or other unprofessional behaviour.

iii. Students persistently and/or deliberately do not pay their dues. RC

subject to the following:

i. When it is clearly known that the student will be required to register again in the same course the event will be reported as RRA (Required to Register Again).

ii. If RC amounts to discontinuation from the Program it will be reported as DP (Discontinued from the Program).

iii. If the cancellation of registration is not reported either as RRA or as DP but is reported as RC, it does not necessarily mean that it is free from any constraint. The meaning has to be construed from the context in which the RC was reported.

**1.14.b) (v) Discontinued from the Program (DP) Report:** An event will be reported as DP in the following cases:

i. Students, after allotment of ID number, neither report for registration/late registration nor seek prior permission for deferment.

ii. Students with RRA report in a course have not registered, in the subsequent Semester.

iii. Students, who have failed, do not apply for Supplementary Exams to clear the course.

iv. If “RC” amounts to discontinuation from the program.

### **1.15 The Minimum Requirements**

The minimum grade required to pass in each subject is ‘D’ grade and a minimum of GPA ‘5’ is required to pass in each semester. To clear the PGDM program, CGPA ‘5’ is required at the end of the four semesters.

### **Implication of the Regulations**

***At the end of Semester-II:*** Failure to meet the minimum academic requirements will bring a student under the purview of counselling. In such cases, the student will receive a notice from ABS and will have to undergo counselling sessions with assigned Faculty. Student will not be eligible for placement assistance.

***At the end of Semester –IV:*** Student, not meeting minimum academic requirement, will not graduate and may be required to appear for supplementary examinations and/or register for Special Semester to fulfil the minimum academic requirements.

Supplementary examinations for pass out students will be conducted only once in a year and only for two subsequent years after their batch is pass out.

### **1.16 Graduation Requirements:**

A student is deemed to have fulfilled the requirement of graduation for the program when he has cleared all the courses prescribed for him in his graduation program and attained the required minimum GPA in each semester along with the required minimum CGPA in four semesters.

### **1.17 Academic Counselling Committee**

Students who do not meet any of the minimum academic requirements will automatically fall under the purview of the Academic Counseling Committee (ACC) or any designated authority. During the currency of the purview, the student will lose all his/her options with regard to the various features permitted during the process of registration, namely late registration, choice of electives, choice of repetition of courses, withdrawal etc. The ACC shall prescribe a course package, which the student will be required to undergo. The ACC has the discretion to decide whether the student repeats as academically required or through self- study and Chamber Consultation with faculty.

### **1.18 Certification**

Students who fulfil the minimum academic requirements will be given transcript and will be awarded Post Graduate Diploma in Management at the convocation ceremony of their batch.

### **1.19 Course Completion**

Students must complete all course work and summer internship in PGDM program within four years, calculated from the start of the first year that counts towards the Diploma.

### **1.20 Issue of Duplicate Documents**

#### **(a) Replacement of Grade Sheets & Transcript**

- (i) Student should submit a copy of FIR (First Information Report) mentioning the city of loss of original grade sheet and transcript, along with a written application.
- (ii) The word duplicate shall be written on top of the grade sheet/ transcript.
- (iii) Cost of issue of duplicate grade sheet is Rs. 500 per grade sheet.

### **1.21 Replacement of Original Diploma**

- (i) It shall be issued only on submission of an application along with copy of FIR (First Information Report) in the police station indicating the place of loss, and also enclosing a cutting of newspaper of repute (National daily) where student should publish an advertisement in 'list column' mentioning the city where documents have been lost.
- (ii) The word duplicate shall be written in red ink on top of the Diploma.
- (iii) The cost of replacement shall be Rs. 1000.



## **1.22 Examination Norms**

1. **No Dues Clearance for the Examinations** (Sessional/End-Term/ Reappearance/ Make up/ Supplementary): Students are required to comply with No Dues Clearance process, before the commencement of any of the examination be it sessional/end term/make-up/re-appearance/supplementary. It is mandatory for the students to clear all their dues related to Fee, Fine, Library Dues, Hostel Dues or any other dues applicable within the stipulated time (as per the admission letter), in case of any query or assistance required for process compliance, they are required to seek approval from Department of Student Welfare. Absence of “No Dues Clearance” or appropriate approval from DSW may result into withdrawal of academic assistance.
2. Student should report to the examination hall 15 minutes before the Commencement of the examination’ once the exam starts the student will not be allowed to enter without permission of the Head Examination/ Dean examination. In case of online examinations student need to log in within 10 minutes of the commencement of online examination schedule.
3. No student is allowed to leave the examination hall in the initial one hour and last half an hour, after the commencement of the examination.
4. All the students are required to carry their hall ticket, college identity card in the examination hall else they will not be allowed to write the exam. In case of lost hall ticket, student shall have to pay a fine of Rs. 100. In case of online examinations username and password will be provided to each student.
5. It is mandatory for all students to be in college uniform on all examination dates otherwise they will not be allowed to appear for the examination.
6. No student is allowed to write anything on the question paper except their enrollment number.
7. Books, study material, mobile phones, laptops, i-pods and other subject related material are strictly prohibited in the examination hall. Students keeping such valuable items outside the examination hall shall do so at his own risk. ABS will not be responsible for any loss, in such cases.
8. Students are not allowed to share stationary items with each other.
9. Students are not allowed to interact amongst themselves, during the examination or with anybody outside the examination hall, while the examination is going on.
10. Assembling of students in the lobby & fresh rooms also is not allowed during the examination hours.

11. Students if going to the washroom during examination need to make proper entry in the in-out sheet and should return back within 3 minutes any student taking longer can be denied entry in to the examination room by the invigilator.
12. The college will not be responsible for personal property left in the examination hall.
13. A candidate whose conduct is disturbing to other candidates and who persists in such behavior after receiving a warning from an invigilator shall be required to leave the examination hall.
14. Examination norms are applicable as soon as you enter the examination hall. If the candidate has any query(s), they should raise their hand and speak to the invigilator only.
15. Decision taken by invigilator during examinations will be final and binding on all students.

**1.21. (a) Re-evaluation / Rechecking/ Copy of Transcript/ Internal Revaluation** Students interested in rechecking /re-evaluation/ copy of their evaluated transcripts, may follow the prescribed guidelines. The applications for revaluation / rechecking/ copy of transcript/internal revaluation may be collected from and submitted to the Dean examinations within 10 days from the date of announcement of the result. In case the last date falls on holiday or Sunday then next working day will be the last day of submission. The prescribed fee is as under:

SL.No.	Particulars	Fees
1	Rechecking of Transcript	Rs. 500/- per paper
2	Revaluation of Transcript	Rs. 1000/- per paper
3	Copy of Transcript	Rs. 2000/- per paper
4	Internal Re-evaluation	Rs. 300/- per paper

Examination Department will endeavor to re-evaluate /recheck the answer sheets within 15 days of receipt of the request.

Note:

1. **Rechecking of Transcript**: On receiving the application and prescribed fee from the student marks allotted in the transcript would be re-totaled to check calculation error if any.
2. **Re-evaluation of Transcript**: On receiving the application and prescribed fee the transcript of the student would be re-evaluated by the subject specialist.
3. **Copy of Transcript**: On receiving the application and prescribed fee the copy of transcript for the subject applied for will be shown and discussed with the student on a specific date of appointment.
4. **Internal Re-evaluation**: On the request of the student with prescribed fee and application form, internal marks of the student in the applied subject would be re- checked and corrected if required.

### 1.21. (b) Evaluation Norms and Grading System

There would be continuous evaluation of the learning of the students in each course during the term. The component of evaluation of each course would be a mix of quizzes, assignments, class participation, Project, presentations, group work, sessional examination and end term examination. Other components could be added by the faculty teaching the course depending on its requirements. It is the responsibility of the student to make sure that he / she understands the system. **The decision of the faculty with regard to the evaluation will be final.**

**Relative Grading:** As mentioned above there would be continuous evaluation of the students in each course. Students would be given numeric marks by the faculty based on their overall performance in each course taking into account various components of evaluation and the evaluation scheme already given to them. Later on the examination office would declare the letter grade like A+, A, B etc. based on the marks submitted by the faculty. It is the prerogative of the institute to decide the grading scheme, once the grading scheme is decided by the institute; it will be applied to all the students of the class without any exception.

**Grading** The grading will be worked out based on Cumulative Grade Point Average [CGPA] system. It will be awarded in letter grades as follows:-

Marks	Letter Grade	Numerical Grade Pts	Remarks
90 - 100	A+	10	Outstanding
80 – 89	A	9	Excellent
70 – 79	B+	8	Very good
60 -69	B	7	Good
50 -59	C	6	Average
40 – 49	D	5	Satisfactory
39 and below	E	0	Poor
0	F	0	Not Appeared
0	G	0	Debarred

### Calculation of Cumulative Grade Point Average [CGPA]

**1.22. Calculation of Grade Point Average (GPA)** On the basis of the relative grading earned by the student for each paper, the grade point average is arrived at as follows:-

- [a] Multiply the points assigned to the grade earned by the student by the credits of the course.
- [b] Add the points arrived at for all the papers of the semester.
- [c] Divide the points by the total number of credits of the semester.

**Example: Mr. Rohan Sharma [Semester 1]**

Subject	Credits	Grade	Points
Marketing Management	3	A	9
Accounting for Managers	3	B	7
Managerial Economics	3	B+	8
Business Communication	3	B+	8
Business Ethics & Corporate Governance	3	B+	8
Management Principles & Organizational Behaviour	3	A	9

**Calculation of GPA for Mr. Rohan Sharma:-**

$3 \times 9 = 27$ ,  $3 \times 7 = 21$ ,  $3 \times 8 = 24$ ,  $3 \times 8 = 24$ ,  $3 \times 8 = 24$ ,  $3 \times 9 = 27$  = Total 147 points

Grade Point Average = 147 divided by total 18 credits for the term = 8.1

Percentage can be calculated as:  $GPA \times 9.5$

In the above example percentage of the Mr. Rohan Sharma in semester 1 is 76.9%

**Example of Calculation of CGPA for Mr. Rohan Sharma:-**

The total grade points of different terms divided by the total number of credits indicates the Cumulative Grade Point Average [CGPA]

Semester	Total Grade Points	Total number of Credits
Semester 1	147	18
Semester 2	112	21

CGPA after Semester 2:  $147 + 112 = 259$  divided by 39  $[18 + 21] = 6.64$

Percentage of Mr. Rohan Sharma after semester 2 (Year 1):  $CGPA \times 9.5 = 63\%$

**1.23 Dress Code**

All students are expected to observe decorum to enhance the image of the institute and hence, adhere to the dress code of the college uniform. Students are expected to wear formal attire (shirt & trousers for boys, salwar or trousers with formal long kurta / trousers with formal shirt for girls) throughout the week until uniform is issued. On the occasion of guest lectures, seminars, examinations etc. students are to be dressed in the uniform (blazers, tie, shirt, trouser & formal



shoes) standardized by ABS. Students should always wear their valid Institute Identity card whenever in the institute or while representing the college at any other place. Further, it should be produced whenever demanded by any of the college staff.

#### **1.24 No Dues Clearance at the time of Convocation**

All the students eligible for the convocation will be required to clear all their respective dues before the date of convocation or the date prescribed by the examination department. Clearance of Dues is mandatory before the convocation, students with dues will not be entitled to register himself/herself for the Convocation Program, until dues are cleared.

#### **1.25 No dues clearance for collecting Grade Sheets**

All the students will have to get the no dues done before collecting their grade sheets of any semesters

#### **1.26 Guidelines for Examination for person with disabilities.**

As per the AICTE guidelines for conducting the written examinations for Persons with Benchmark Disabilities, compensatory time would be given for online and offline written examinations which would not be less than 20 minutes per hour of examination for persons who are allowed to use a scribe/reader/lab assistant.

## PROFESSIONAL ASSESSMENT SCORE (PAS)

Professional Assessment Score (PAS) is an integral part of your academic performance and placement skillsets; this is an indicator for your individual performance and skill development which will help you in your personal & professional growth. The scores are calculated semester wise on the basis of your interaction, involvement, performance and achievement in various parameters in activities conducted by mentioned four departments:

Department	Score	Min. Pass Score	Parameter
<b>Centre for Skill Development (CSD)</b>	10	5	<ul style="list-style-type: none"> <li>• Crafter meetings &amp; feedback (5)</li> <li>• Regular classroom sessions &amp; their outcome (5) (communication, dressing &amp; grooming, attitude, resume building)</li> </ul>
	15	15	Mandatory: <ul style="list-style-type: none"> <li>• Technical Skill Development Workshops</li> <li>• Domain Specific Workshops</li> <li>• Professional Development &amp; Aptitude Trainings</li> </ul>
<b>Academic Department</b>	25	20	<ul style="list-style-type: none"> <li>• Class performance (10)</li> <li>• Maintaining 80% attendance norm (5)</li> <li>• Participation in Club Activities &amp; Other Academic Events (5)</li> <li>• Attendance in Club Activities &amp; Other Academic Events (5)</li> </ul>
<b>Examination Department</b>	25	20	<ul style="list-style-type: none"> <li>• Performance in Semester Examination *</li> </ul>
<b>Corporate Resource Cell (CRC)</b>	25	25	<ul style="list-style-type: none"> <li>• Attendance in CRC activities like Industrial/ Corporate visits, On Campus – Guest Lectures, SIP (only in 3<sup>rd</sup> &amp; 4<sup>th</sup> sem PAS) (15)</li> <li>• Placement readiness assessment (10)</li> <li>• Live Projects &amp; Off Campus Lectures/ Conference/ Seminar (Optional – Nomination Basis) #</li> </ul>
<b>TOTAL SCORE</b>	<b>100</b>	<b>85</b>	

\* The criteria for obtaining PAS of examination out of 25:

GPA	PAS (out of 25)
9-10	25
8-8.9	23
7-7.9	20
6-6.9	18
5-5.9	15
Below 5	0

# - Live Projects & Off Campus activities are optional and will be offered on nomination basis, however, additional credit will be allocated to students opting for the same.

### **Important:**

- Each student needs to meet all above parameters department wise and attain a score to be able to achieve the minimum percentile to be determined according to performance of the overall batch in each semester.
- Defaulters will not be eligible for Summer Internship Program offered at the end of second semester.
- Minimum percentile as mentioned above needs to be maintained for being eligible for final placement assistance.

## Academic Calendar 2021-2023

<i>Title</i>	<i>Date</i>	
Orientation	August 23, 2021 - August 28, 2021	
Semester Schedule		
<i>Semester</i>	<i>Date</i>	
1st Semester	August 30, 2021 – January 13, 2022	
2nd Semester	January 14, 2022 - April 30, 2022	
3rd Semester	July 05, 2022 - December 05, 2022	
4th Semester	December 08, 2022- April 29, 2023	
Summer Training Schedule		
Summer Internship (6-8 weeks)	May 03, 2022 - July 03, 2022	
Submission of Summer Internship Project	July 15, 2022 - August 14, 2022	
Examination Schedule		
<i>Semester</i>	<i>Sessional Exams</i>	<i>Term Exams</i>
1st Semester	October 18 - October 30, 2021	December 20 – January 5, 2022
2nd Semester	February 21- March 08, 2022	April 20 - May 7, 2022
3rd Semester	September 20 – October 6, 2022	November 23 - December 07, 2022
4th Semester	February 14 - February 28, 2023	April 14 – April 29, 2023

**\*The dates in academic calendar are tentative.**

## CODE OF CONDUCT

1. Registration Fee submitted at the time of admission has been charged one time and is non - refundable.
2. In the event of confirmation for admission and payment of registration amount, ABS will invest for customized equipment, infrastructure, faculties, etc. and hence, no refund shall be tenable in the light of huge investment made by ABS.
3. Student is required to submit all the documents as asked at the time of admission. In case of non-submission of the documents due to reappearance/result awaited/result withheld/or any other reason, the student needs to ensure that the same is submitted by the given deadline failing which his/her admission would be cancelled. Extension for the submission of the document will be strictly based on AICTE guidelines.
4. The non-submission of the document will lead to cancellation of his/her admission and the college will not be responsible for the same.
5. In case of leaving the course due to any reason, it is mandatory for the student to get dues clearance done from all the concerned departments in order to ensure system effectiveness.
6. If, in the opinion of the Director, for any reason, the continuance of a candidate as a student in the College is detrimental to the best interest of the College, the Director may ask him/her to leave the College without assigning reason for the decision.
7. Student shall fully abide by the norms, rules and regulations of ABS and submit oneself to the disciplinary action in the event of violation of act of discipline.
8. Under the disciplinary action, management is empowered to impose fine, suspend or even expel student from the institute in the interest of ABS.
9. The student in any case should not encroach upon the privacy of the administrative area, which upon violation, may invite penalty as per the norms.
10. Misuse of Internet facility is strictly prohibited. Students are not allowed to download pictures, movies, videos, or any other unauthorized and objectionable content. In case of misuse of the same, such act shall be viewed under the provisions of cyber law.
11. Use of mobile in the classroom is strictly prohibited. Also recording the lecture or any conversation in between students or with the faculty or senior management will not be excused. This kind of act will lead to disciplinary action against the students involved.
12. Disciplinary action will be taken against student in case found carrying and/or using cell phones, disc mans, iPods, etc. during the lectures.
13. Listening Music in class rooms or corridor is strictly prohibited. Students are expected to maintain professional decorum by regulating their behaviour, voice and actions while they are in online sessions or campus including corridors, class, library, computer lab, administrative area, play area, etc.
14. Students must not loiter within the College premises while the classes are going on.

15. Smoking and consumption of alcohol in the College premises or entering the college premises, after consuming alcoholic drinks is strictly prohibited. In case found guilty, it would result in rustication with severe punishment and fine.
16. Students shall do nothing either inside or outside the college that will in any way interfere with their orderly conduct and discipline.
17. Insubordination and unbecoming language or misconduct, on the part of a student, is sufficient reason for his/her suspension or dismissal.
18. Any student found misbehaving in the class (online or in campus), library and computer lab; or with faculty/staff/fellow students will be severely punished. The nature of the punishment will depend upon the severity of the offence.
19. Students are required to meet minimum academic requirement for Oxford UK educational tour.
20. It is student's responsibility to submit valid passport along with all the required documents for Visa processing, within the stipulated time notified by the institute.
21. Visa fee will only be paid once by ABS.
22. Student will be given only one chance to enroll themselves for the UK educational tour and once enrolled, the enrollment will be valid for the subsequent trips organized for the batch. In case of Visa rejection after the enrollment, he/she may avail two more chances for the visa approval, fees for the same will be paid by him/her.
23. Every student must obtain on admission, the Identity Card, which must have his/her attested photograph. Student must wear the identity card whenever he/she is in the college premises, representing the college outside premises and present it for inspection on demand.
24. Every student is required to maintain a minimum of 80% attendance separately for lectures, tutorials, event/activities and/or practical conducted for each subject in every semester in both online as well as on campus mode.
25. In case of absence on account of illness, Program Convener - ABS should be informed by the student or parents personally and medical leave should be applied through the Edumarshal ERP login of the student uploading the doctor's prescriptions, supporting reports and the medical certificate. On resuming college, the student should report to Program Convener - ABS and submit the medical certificate of treatment and fitness.
26. Students are not allowed to attend classes in any other section besides the one allotted to them.
27. No student shall collect any money or contribution for picnic, trip, and educational visit to some place, get-together, study-notes, charity or any other activity without prior sanction of the Director.
28. No student will be allowed to take active part in current politics.
29. No student shall communicate any information or write about matters dealing with the College administration to the Press or any other institution.

30. Student will not use any inappropriate comment, annotation or any other distracting activity during online sessions. Any violation may lead to strict disciplinary action as decided by the authorities.
31. Student must ensure his/her contribution to keep the campus and infrastructure clean. Any negligence may lead to appropriate action as suggested by the management.
32. Student shall not put any writing on walls, pillars, toilets, furniture or along corridors and will not use any inappropriate comment, annotation, distracting activity during online sessions. Any violation may lead to appropriate fine as decided by the authorities and
33. Student shall be liable to pay fine along with the compensation if any damage/misuse of the equipment/infrastructure is reported against him/her.
34. Students are not allowed to form any society or association without written permission of the management.
35. No person/s shall be invited to address or entertain the students of the institute, without the permission of the concerned authority.
36. Carrying any valuable to the institute will be at student's own risk and institution will not hold any responsibility of the valuables lost in the campus.
37. In case of applying for certificates, testimonials, etc. which requires Director's signature on any kind of document or application, student shall first contact the Program Office.
38. Students receiving Government or College Scholarships or any remission in fees, must note that the grant and continuance thereof are subject to good behavior, regular attendance, satisfactory progress and good results in the Examinations.
39. It is the responsibility of the students to check their Edumarshal ERP Logins regularly for important announcements made by the College office from time to time. They will not be excused or given any concession on grounds of ignorance or not reading notices.
40. Any changes in student's own address/email Id/ contact number or in that of his/her parents' address/email Id/ contact number, should be immediately updated to the ABS management through changes in Student's Profile on Edumarshal Login and email to Academic Coordinator ABS marking cc to Program Convener - ABS for effective communication.
41. For any self-infliction or infection of mental agony or problem developed, ABS management/authorities shall not be held responsible at any time during completion of the course/course tenure.
42. Students shall abide by all the protocols and guidelines as laid down by the Government and the Institution.

***Matters not covered by the existing rules will rest at the absolute discretion of the Disciplinary committee/Director.***

### ACCOUNTS DEPARTMENT RULES FOR THE PAYMENT OF FEES

1. The total fee for the PGDM course is divided into four installments irrespective of the semester commencement dates.
2. The due dates for the submission of fees are stated in admission letter issued to student at the time of the admission.
3. Non –submission of fee in accordance to the due date stated, will lead to the imposition of late fee submission fine as per the details mentioned below:

1 <sup>st</sup> week after the due date	Rs. 100/- per day
2 <sup>nd</sup> Week after the due date	Rs. 200/- per day
3 <sup>rd</sup> Week after the due date	Rs. 500/- per day
4 <sup>th</sup> Week after the due date	Rs. 700/- per day
After one month of the due date Re-Registration Fee	Rs. 45000/-

4. Non-submission of the fee even after one month of the due date will lead to cancellation of admission and to continue, re-registration fee has to be paid.
5. All fees need to be paid digitally through online bank transfer or through Paytm. Cash/ Cheque will not be accepted.
6. The responsibility of getting the receipt from accounts department by providing the proof of online payment lies with the student.
7. Fees once deposited will not be refundable.
8. The management is authorized to take steps to ensure timely payment of the fees as and when required.
9. Notice for the fee submission or any additional action in case of defaulters will be displayed on notice board for the reference and perusal of the student.
10. Reminder for fee payment will be sent to students only. It is the responsibility of students to inform their parents well within time about the fee submission dates and other norms.
11. Students availing education loan can collect their fee demand letter for the Bank process from the accounts department by writing an application to Dean Student Welfare.
12. Notice displayed on notice board will be the only mode of sharing information, in case student misses to see notice, the responsibility for the same will be levied on student.
13. As per the examination system it is mandatory to get the dues cleared before commencement of the exams, in case of non-submission/partial submissions of fees, the no dues certificate of the student will be pending and thus he/she will not be allowed to appear for the exams, unless permitted by Department of Student Welfare.
14. For any extension required, student should inform and approach Department of Student Welfare before the due date.
15. Students availing Hostel facilities need to deposit fees on time as asked at the time of the admission and need to ensure compliance to the same.
16. Any further updates in rules will be informed to the student well in advance.

## NO DUES POLICY FOR STUDENTS

All the students are required to comply with No Dues Clearance Policy in accordance to timely issued notification by Academic Department, Examination Department, Corporate Resource Cell, Library, Hostel (if applicable), Department of Student Welfare or any other Department.

### Terminology

**Dues:** Any outstanding, beyond the notified date is Dues.

**Liability:** Clearance of Dues on time (as prescribed in notification) is the liability of students / parents.

### Types of Dues:

- **Course Fee Due:** An outstanding installment (as per admission letter) of course fee.
- **Hostel Fee Due:** An overdue Hostel fee as prescribed at the time of admission.
- **Examination Fee Due:** Pending Makeup/Reappear/Supplementary examination fee.
- **Library Fine Due:** fine imposed due to non-submission of library book on prescribed return date or fine applicable in case of loss of library book issued to student.
- **Late Fee Submission Due:** fine applicable as per fee policy on late submission of course fee.
- **Re-Registration Fee Due:** fine applicable on student, in case course fee submission lapse more than 30 days as prescribed in Fee policy.

**Dues List:** Dues list is time again updated by Department of Student Welfare, and the same is shared with all the concerned department for their reference and continued assistance. **No Dues**

**Clearance:** No Dues Clearance is the process applicable on the students with pending dues.

### When to take No Dues Clearance:

- **No Dues Clearance for the Examinations (Sessional/End- term/Reappearance/Make up/Supplementary):** Students are required to comply with No Dues Clearance process, before the commencement of any of the examination be it sessional/end term/make-up/re-appearance/supplementary. It is mandatory for the students to clear all their dues related to Fee, Fine, Library Dues, Hostel Dues or any other dues applicable within the stipulated time (as per the admission letter), in case of any query or assistance required for process compliance, they are required to seek approval from Department of Student Welfare. Absence of “No Dues Clearance” or appropriate approval from DSW may result in withdrawal of academic assistance.
- **No Dues Clearance for the Registration in Academic Sessions:** Student will be required to register themselves for all the subsequent semesters before the commencement of semester by filling up the format shared by Dean-Academics. Students with dues will not be allowed to access registration form unless they clear their dues. Thus, it is mandatory for the students to clear all their dues related to Fee,



Fine, Library Dues, Hostel Dues or any other dues applicable within the stipulated time (as per the admission letter) to make themselves eligible to register for next semester academic assistance, in case of any query or assistance required for process compliance, they are required to seek approval from Department of Student Welfare. Absence of “No Dues Clearance” or appropriate approval from DSW may result into withdrawal of academic assistance. Important to note, distribution of Laptop in semester 2 is subject to clearance of dues (if any).

- **No Dues Clearance for the Summer Internship/Placement Assistance:** Students are required to attain No Dues Clearance from DSW before the commencement of their Summer Internship Program or for the Final Placement assistance. Students with Pending dues will not be eligible for any assistance from Corporate Resource Cell. Allocation of Mentor for SIP/ SIP Evaluation will be at jurisdiction of DSW in case of pending dues. Absence of “No Dues Clearance” or appropriate approval from DSW may result into withdrawal of CRC assistance.
- **No Dues Clearance for availing Complementary trip to Oxford Business College, Oxford, UK:** Students with “No Dues” will be eligible to submit required documents viz passport for the VISA application process in order to avail benefit of complementary trip to Oxford Business College, Oxford, UK. In case of any dues, student will not be allowed to avail the trip unless the dues are not cleared/paid. Paying of dues or availing clearance must be done within the prescribed time. Non- adherence of the stipulated time will lead to missing upon the opportunity and the student will not be entitled to claim for the same.
- **No Dues Clearance at the time of Convocation:** All the students eligible for the convocation will be required to clear all their respective dues before the date of convocation or the date prescribed by the examination department. Clearance of Dues is mandatory before the convocation, students with dues will not be entitled to register himself/herself for the Convocation Program, until dues are not cleared.

#### **No Dues Clearance Process:**

- **Clearance of Dues:** Once the dues marked against the student are settled the dues list is auto updated and send to the respective department for their references. For settling dues, students are required to clear respective dues imposed on his/her name. In case of any differential status, students reserve right to inform Department of Student Welfare for any clarity thereupon and accordingly settle the dues as per the discretion laid by DSW.
  - **Extension for Department of Student Welfare:** In case of any assistance required in terms of payment of dues, student is free to approach DSW. Student can send request to DSW office for the consideration, stating brief description about the concern he/she is facing, decision on the request will be updated to the student and concerned department for further action required.
- Department of Student Welfare** reserves right for extending any support/assistance or any special consideration (if any) in regards to No Dues Clearance.

## LIBRARY RULES & REGULATIONS

1. The library shall remain open on all working days (Monday to Saturday) from 8:30 A.M to 6:00 P.M. Issue / return time of books and reading materials is 9:00 A.M. to 5:00 P.M.
2. Library membership is open to all students and staff members; however, they need to apply for the membership on prescribed application form.
3. Students are eligible to get **three** text books issued through bar code/chip on their Institute ID Card. Till the time a student is not issued the permanent ID Card, a temporary ID Card in the prescribed format can be requested from the concerned Dean/HOD for getting the books issued. This temporary card has to be submitted back on the issuance of the permanent ID Card with bar code.
4. Library Membership is non-transferable. The students himself /herself shall be responsible for any misuse of his / her ID card. Exchanging ID cards among students is strictly prohibited.
5. The Institute ID Card should be preserved carefully as it is essential for establishing library membership. Loss of the Card should be reported immediately in writing to the respective Dean/HOD. Issue of a duplicate card may be considered in case of loss on a payment of **Rs. 200/-**.
6. Books from the Circulation section shall be issued **for maximum 10 days** at a time.
7. Books once issued will not be returned on the same day.
8. Request for reissuing the book will not be entertained if the book request is pending from other students.
9. Sub-lending of books is strictly forbidden.
10. Borrowers shall return the book on or before the due date, failing which an overdue fine of **Rs.10/-** per day per book will be levied. Producing "Medical Certificate" will not entitle a student exemption from the fine. No book will be issued to the student unless he/she returns back the overdue books.
11. No student will be entitled to keep the book overdue on the pretext that he/she has got placement/job interview and he/she is not able to attend the college. The borrowed book shall be returned on time to library failing which the usual fine will be levied on the student.
12. Books marked "NOT TO BE ISSUED"/"REFERENCE ONLY", journals, magazines, newspapers, shall not be issued to students.
13. The Library In-Charge reserves the right to recall any book issued even prior to the due date, if necessary.
14. Students are required to obtain a "No Dues Certificate" at the end of each semester. Defaulters will not be allowed to appear in the examination.
15. Borrowers shall be responsible for safe return of the books to the library. While borrowing a book, students must ensure that book is in good condition. Any damage must be brought to the notice of library staff. The student will have to either replace the book or will pay double the price of the book, if any damage or disfigurement of the book is noticed at the time of returning the book in the library. If any book is damaged or lost, the borrower shall have to replace the whole set or pay double the price of the set with fine amount.
16. Library is a place for making the best use of resources. Complete silence shall be

maintained in the library. Members are, therefore, advised not to indulge in conversation, consultation, discussion or demonstrative greetings of friends. Any defaulter may be suspended from the library for a period up to 15 days decided by the Director based on the recommendation of the Library In-charge.

17. "Mobile phone" shall be kept switched off or on silent mode before entering the library.
18. Bags, folders, personal books, magazines, ladies purse etc. are not allowed to be brought inside the library. Students, in their interest, are advised not to leave money in their bags, purses etc.
19. Visitors are not entertained inside the library without prior permission of the Library In-Charge.
20. Stealing or damaging books/magazines/journals, etc. from the library or misbehavior with library staff shall be considered as an offence for which strict disciplinary action will be taken against the students concerned to the extent of expulsion from the institute.
21. Photocopying service is available for all students at nominal charges. Photocopying of library books & Journals may only be carried out within the copyright regulations. Before taking any book/journal for photocopying, permission must be obtained from the librarian or library staff on duty.
22. Director/Library In-Charge has the right to add, delete or amend any or all the above rules from time to time depending on the circumstances.

### **CORPORATE RESOURCE CELL (CRC)**

Corporate Resource Cell (CRC) at ABS offers excellent industry exposure to its students through regular Distinguished Lecture Series – Expert Talks by top industry & academic professionals, industrial visits in leading manufacturing companies and by their participation in National & International level Seminars & Conferences.

CRC also offers Summer Internship Program (SIP), short term live projects and operational workouts; conducts skills based training workshops wherein students get to know about industry expectations and they are further trained as per industry standards. This helps the students in acquiring right skills for better placement opportunity in industry.

Following are the rules & norms of CRC department that student is expected to strictly follow during the course of study.

- 1)** Placement support will be offered to students only after successful completion of academic compliance, Summer Internship Program (SIP), career development & skill based trainings.
- 2)** 100% attendance is compulsory for Guest Lectures, Industrial Visits, Seminars, Conferences & any other training & workshop scheduled by CRC.
- 3) No Dues Clearance for the Summer Internship/Placement Assistance:** Students are required to attain No Dues Clearance from DSW before the commencement of their Summer

Internship Program or for the Final Placement assistance. Students with Pending dues will not be eligible for any assistance from Corporate Resource Cell. Allocation of Mentor for SIP/ SIP Evaluation will be at jurisdiction of DSW in case of pending dues. Absence of “No Dues Clearance” or appropriate approval from DSW may result into withdrawal of CRC assistance.

**4) Summer Internship Program (SIP):**

- a. SIP will be offered to students registered in CRC by duly filled “SIP Registration Undertaking” only.
- b. Duration of internship is 60 days wherein students are required to work for all days and as per company’s requirement. They must follow discipline & guidelines suggested by industry mentors from time to time.
- c. The SIP report has to be submitted to company & college as per the prescribed format and strictly following the submission deadlines.
- d. Students not following the compliance or having negative feedback from the company will be required to redo the Summer Internship next year.

**5) Final Placement:**

- a. Final placement assistance will be offered only to eligible students by registering through “Final Placement Undertaking”.
- b. Final Placement recruitment process is scheduled from September till April month.

## **DEPARTMENT OF STUDENT WELFARE (DSW)**

Department of Student Welfare encompasses everything that the institute undertakes to meet the personal and social needs of students and enhance their wellbeing. It involves recognizing, valuing and developing each student as a total and unique person in the context of society. The Student Welfare Program is the sum total of all the policies, structures and activities which are planned and implemented by the institute to promote student welfare. Asian Business School endeavors to create an environment in which students are safe, secure and feel cared for.

Department of Student Welfare at Asian Business School undertakes concern in reference to:

- ✓ Student Code of Conduct
- ✓ Granting Special Leave
- ✓ Regulations / directive for Banning ragging & Anti-ragging measures
- ✓ Non-Academic Student Grievance Policy & Academic Grievance Policy

**1. *Student Code of Conduct***

- a) Code of conduct is mentioned in the handbook, the adherence to which is compulsory. Non-compliance may lead to the formation of ad-hoc discipline committee followed by the presentment of student involved in undisciplined behavior to show cause his act and justify his act

to the committee members.

- b) The decision taken by the ad-hoc discipline committee will be subject to the approval of Department of Student Welfare and the management.
- c) The students involved in any act of indiscipline needs to adhere to the decision taken thereupon.

## **2. Grant of Special Leave**

Asian Business School regards student's participation in class as essential to the learning process. Therefore, regular class attendance is required by all students in each course failing which the students will be debarred from the examinations. In any extraordinary situation such as medical exigency, family emergency, etc. where long leave is required over and above 20% leave allowed as per 80% attendance criterion, students should submit the leave application through their ERP login with relevant documents as mentioned in section 1.12 of the handbook. Such applications will be forwarded to Department of Student Welfare for recommendation of final approval.

## **3. Anti - Ragging Measures**

The aim of the Anti – Ragging Regulations is to root out ragging in all its forms from the Institute by instituting stringent measures and provisions for strict punishments to defaulters.

Ragging within the Institute Campus including its School / Departments and Hostels are strictly prohibited. Ragging in any form is prohibited also in the private lodges/buildings where the Institute's students are staying. No person including students / staff / faculty shall participate or abet or propagate ragging in any form.

The Institution has formed an "**Anti-Ragging Committee**" headed by Dean Student Welfare. It comprises of selected faculty members, students from the fresher category as well as seniors and selected non-teaching staff.

This Committee will be fully and totally responsible to ensure that no incidence of ragging as given in these regulations takes place and will also monitor and ensure that the instructions of these regulations are followed fully at all times. The Committee will also maintain alert vigil at all times and ensure that the Anti-Ragging Squads/Anti- Ragging Control Cell of the Institution carry out their functions properly.

Details of Anti Ragging Committee are available on the institute's website. Any concern related to anti-ragging measures is required to be reported to Department of Student Welfare.

## **4. Internal Complaint Committee (ICC)**

ICC operative actively under the Department of Student Welfare specifically deals with gender sensitization and; prevention and prohibition of sexual harassment of students. ICC enables students to register their concerns, if any, regarding the above issues for prompt resolution through DSW.

## 5. Grievance Redressal Cell

A Grievance Redressal Cell (GRC) has been established under the Department of Student Welfare to redress the grievances and complaints of the students at Asian Business School.

The purpose of the Grievance Redressal Cell is to maintain the healthy working atmosphere amongst staff, students & management of the Institute. This cell will help students to record their complaints and solve their problems related to academics, resources and personal grievances.

The Cell will resolve their problems / complaints promptly and judiciously. The cell will redress the grievances of the students as and when required within a reasonable time frame. As a result of this system, the Institute will have a pleasant ambience and good work culture with in-built goodwill and mutual understanding among the students.

The idea behind the working of the cell is to uphold the dignity of the institute by ensuring strife free atmosphere in the campus by promoting cordial student to student relationship, student to teacher relationship and acting as a bridge to develop a responsive and accountable attitude among all the students in order to maintain a harmonious educational atmosphere in the Institute.

The Cell will encourage the students to express their grievances / problems freely, without any fear. As a bridge between the students and the staff / management, it will advise students of the Institute to respect the right and dignity of one another and show utmost restraint and patience whenever any occasion of rift arises. These rifts can be in reference to academic or non-academic issues.

### Process for Reporting Grievance:

Any grievance related to academic or non-academic issue needs to be reported to Student Affair Department in a form of written application addressing Dean-Student Welfare, mentioning

- ✓ Name of the Student
- ✓ Batch Details
- ✓ Complaint against whom
- ✓ Reason of Grievance
- ✓ Brief of the Grievance
- ✓ Supporting document if any.

For this purpose, an online grievance redressal system has also been developed through which the students can register their complaints/grievances online through the link provided on college website i.e: <https://abs.edu.in/grievance/online-grievance/>. The Department of Student Welfare within 48 hrs of receiving the application will arrange for pre hearing of the issue or will decide to form a committee /ad-hoc committee to discuss on the grievance and further come to a solution updating student about the same. The grievance related to various concerns can also be filed using the DSW section on the student login on Edumarshal ERP.

## CONDUCT OF ACADEMIC SESSION DURING & AFTER COVID 19 PANDEMIC

Asian Education Group is an innovative centre of excellence focussed on skill development and our endeavour is to make our students industry ready professionals. As we all are aware of the current pandemic situation due to rampant spread of coronavirus across the country, it is highly pivotal for Asian Education Group to take all the necessary precautions for the well-being and good health of all students and staff members. Hence, as per the instructions of the Government of India, the campus had been locked down so far. But, considering the improvements in the general conditions and the relaxations given by the Government, it has now been partially opened. Full-time classes have started on campus as per the Governments guidelines and norms and AEG would be taking necessary steps for physical or blended classes as per the orders of the Government and pandemic situation in future. Meanwhile, to avoid any loss to the students related to academics and other processes, AEG continues to take all the prudent measures during this period with the assistance of advanced technology.

**Academic Session:** During this challenging time of COVID pandemic, our utmost priority is to keep all lives safe and we have therefore devised various alternative ways for delivering skill oriented quality education in online mode. Our academic session had started in online mode as per AICTE guidelines with online live classes (with real time interaction between faculty and students) running regularly, leveraging the advancements in technology platforms and tools like smart boards and ERP system. We have started the

AEG also continues to conduct impactful webinars through which students gain insights from eminent academicians, industry experts, motivational speakers and entrepreneurs. The creative teaching methodology of our faculty along with the interactive tools and feedback mechanism to gauge the understanding level of each and every student is the hallmark of our education delivery system, both in online and physical modes. Individual and personalized mentoring along with special doubt clearing sessions ensure that no student is left behind.

Our aim is to give wings to the dreams of our students and make them capable of turning their dreams into reality. For this we are working on the aptitude as well as the attitude of our students developing them into competent professionals and conscientious human beings through various online workshops being conducted by our Centre for Skill Development.

We at AEG, have taken up the delivery of educational excellence during COVID 19 as a challenge and have made a seamless transition from physical classes to online mode ensuring the interests of our students as our utmost priority.

**Admission Process:** We had been so far conducting all admission processes remotely through an online test followed by a Skype interview, but now we have added the option of doing them directly at our campus. Our approach is very transparent and equitable, so that none of the aspirants is disadvantaged. Using fair selection practices remains highly important to us and we ensure an unbiased selection procedure for all the aspirants whether online or offline during this COVID 19 situation.

**Campus Recruitment:** Campus recruitment is the key aspect for any professional education institution. By digitalizing the complete campus during this lockdown, we had moved forward with the same process for campus recruitment as well. Till the time we start functioning normally, we shall continue to align with our corporate clients for the campus recruitment process to be conducted online. Students have proceeded towards the campus recruitment through online mode for internships as well as final placements. They have been appearing for online tests, group discussions and online interviews with the panellist from our esteemed industry recruiters. Shortlisted candidates have received the job offers and have even joined their organizations as per the policy of the respective recruiters.

This is a tough time for all of us and hopefully it shall get over it soon. Notwithstanding the challenges, we are committed to provide quality education to all our students and **will continue to take all the measures from time to time in the best interest of all our stakeholders.**

## Asian Business School Holiday List for Students Academic Year 2021-22

S. No.	Date	Day	Occasion
1	15th August 2021	Sunday	Independence Day
2	22nd August 2021	Sunday	Raksha Bandhan
3	30th August 2021	Monday	Janmashtami
4	10th September 2021	Friday	Ganesh Chaturthi
5	2nd October 2021	Saturday	Gandhi Jayanti
6	15th October 2021	Friday	Dussehra Break
7	4th - 6th November 2021	Thursday - Saturday	Diwali Break
8	19th November 2021	Friday	Guru Nanak Birthday
9	25th December 2021	Saturday	Christmas
10	1st January 2022	Saturday	New Year
11	13th January 2022	Thursday	Lohri
12	26th January 2022	Wednesday	Republic Day
13	17th -18th March 2022	Thursday - Friday	Holi Break
14	14th April 2022	Tuesday	Baisakhi / Mahavir Jayanti
15	15th April 2022	Friday	Good Friday
16	3th May 2022	Tuesday	Eid-ul-Fitr
17	16th May 2022	Monday	Buddha Purnima
18	15th August 2022	Monday	Independence Day
19	22nd August 2022	Monday	Raksha Bandhan

\*The dates in holiday calendar are tentative.



# Detailed Curriculum

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PGDM 101 – MANAGEMENT PRINCIPLES AND ORGANIZATIONAL BEHAVIOUR	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Semester</b>	<b>I</b>
<b>Credits</b>	<b>03 (L-2, T-0, P-1)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**C01:** Understand management principles and their perspectives.

**C02:** Apply various concepts of planning, organizing, directing and controlling in designing effective management systems.

**C03:** Effectively manage the organizational processes and solve business problems.

**C04:** Analyse, interpret and influence the behaviour of individuals, groups and organizations for effective people management.

**C05:** Design various strategic interventions for organizational change.

### **Detailed Curriculum**

#### **Unit 1: Introduction to Management**

Management-Meaning and Nature, Evolution of Management Thought: Classical approach – Taylor, Fayol, Neo classical and Human relations approach – Hawthorne experiments, Behavioral approach, Systems approach, Contingency approach, MBO, Learning Organization. Managers as decision makers. Managerial roles and skills.

#### **Unit 2: Functions of Management**

Planning- Process and techniques, Organizing -Organizational structure and design, Line and staff relationship, Departmentation, Delegation. Staffing, Directing & Controlling

#### **Unit 3: Fundamentals of Organizational Behaviour and Individual Processes**

Concept and significance of Organizational Behaviour, Organizational Behaviour models.

Individual Behaviour in Organization, Personality-determinants and types, Perception-meaning, process and errors of perception, Learning-meaning and theories, Attitudes-meaning and components of attitude, Motivation-meaning, theories of motivation, Managing emotions and stress at work.

#### **Unit 4: Interpersonal Processes and Behaviour**

Foundation of Group Behaviour- meaning, types, group dynamics, Tuckman Model of Team Development, Interpersonal Behaviour- meaning, Transactional Analysis, Johari Window, Leadership-meaning, styles, traits and theories, Conflict Management.

#### **Unit 5: Organizational Processes and Behaviour**

Organizational change - concept, Forces for Change, Approaches to Managing Organizational Change, Organizational Culture and climate - creating a culture for change and Cross cultural Organizational Behaviour.

<b>Reference Book</b>	<b>Author/Publication</b>
Essentials of management	Koontz Harold & Weihrich Heinz, TMH
Principles and Practices of Management	Dr. Premvir Kapoor, Khanna Publishing House
Management	Robbins & Coulter, Prentice Hall of India
Organizational Behaviour	Stephen P. Robbin, Prentice Hall
Organizational Behaviour	Fred Luthans, McGraw Hill
Management and Organizational Behaviour: An Integrated Perspective	Jon L. Pierce & Donald G. Gardner, Cengage Learning

PGDM 102 - ACCOUNTING FOR MANAGERS	
Class	PGDM (2021-23)
Semester	I
Credits	03 (L-2, T-1, P-0)
Hours	30

**Course Outcomes: After going through the course, students shall be able to**

**C01:** Understand the building blocks of accounting and key principles governing accounting of organizations across the globe.

**C02:** Prepare the relevant accounting statements with the help of business transaction data.

**C03:** Assess company's financial strength by analyzing its financial statements.

**C04:** Analyze the elements of costs and budgets and make financial decisions using costing as a tool

### **Detailed Curriculum**

#### **Unit 1: Introduction to Financial Accounting**

Meaning and importance, Accounting terms, Accounting concepts and conventions, IFRS, Accounting Standards, Journalizing Transactions, Ledger posting and Trial Balance.

#### **Unit 2: Final Accounts**

Trading and Profit and Loss Account, Balance Sheet.

#### **Unit 3: Analysis of Financial Statements**

Comparative Statements, Common Size Statements, Cash Flow Statement, Fund Flow Statement, Ratio Analysis.

#### **Unit 4: Introduction to Cost Accounting**

Meaning and elements of cost, classification of costs, Marginal and absorption costing, Tools for decision making – P/V ratio, Break Even Point, Margin of safety and Key factor, Nature of Managerial Decision Making.

#### **Unit 5: Planning and Control**

Budgetary Control – Meaning and Objectives of Budgeting, Meaning and Objectives of Budgetary Control, Types of Budgets – Functional Budgets, Fixed and Flexible Budgets; Performance Budgeting, Zero Based Budgeting.

Reference Books	Author/Publication
Modern Accountancy	Hanif & Mukerjee / Tata Mc Graw Hill
Financial Accounting for Management	Ambrish Gupta/ Pearson Education
Financial Accounting	Tulsian / Tata Mc Graw Hill
Introduction to Management Accounting	Charles T Horngren & Gray L Sundem/ PHI
Elements of Cost Accounting	By Maheshwari, Sharad K; Mittal, S.N.

PGDM 103 - MANAGERIAL ECONOMICS	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Semester</b>	<b>I</b>
<b>Credits</b>	<b>03 (L-2,T-0,P-1)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**C01:** Develop an understanding of economic fundamentals like demand, supply, cost concepts, etc. and apply these in business situations.

**C02:** Apply economic concepts, tools and techniques in evaluating alternative options and creating economic models for taking appropriate business decisions.

**C03:** Analyse various market forms and recent developments in business world in their economic context.

**C04:** Develop a general understanding of the macroeconomic concepts like inflation and national income and interpret their impact on business in a global context.

**C05:** Devise business strategies based on economic analysis of demand, supply, production, cost, market structures and macroeconomic variables.

### **Detailed Curriculum**

#### **Unit 1: Introduction**

Meaning of Managerial Economics, Nature & Scope; Fundamental Principles of Managerial Economics, Alternative Objectives of the Firm

#### **Unit 2: Demand Analysis**

Law of Diminishing Marginal Utility, Demand – Meaning, Types of Demand, Law of Demand, Demand Function; Elasticity of Demand; Demand Forecasting.

#### **Unit 3: Production and Cost analysis**

Production function; Law of Variable proportions & Law of Returns to Scale; Iso-Product Curves and Isocost lines - Producer's Equilibrium. Cost analysis: Types of Cost; Short Run Cost Analysis – Total, Average & Marginal Costs. Economies/ Diseconomies of Scale; Long Run Cost Curve – Traditional and Modern, Learning Curve.

#### **Unit 4: Forms of Market**

Definition of market and features of various market forms; Perfect Competition: Industry and Firm equilibrium; Shut down point. Monopoly: Price & Output determination, Price discrimination. Monopolistic Competition: Price & Output decisions, selling costs and non-price competition. Oligopoly: Types; Price & Output determination, Price rigidity, Cartels, Game Theory-Pure and mixed strategy games; principle of dominance; two persons zero sum game; Introduction to non-zero sum game, Nash Equilibrium.

#### **Unit 5: Macroeconomic Concepts**

Circular flow of income, Concepts of National Income, Methods of measuring National Income. Money: Definition, Functions, Value of money, Different concepts of money supply in India (M1, M2, M3); Inflation: Concept, types & causes, effects; Measuring inflation: CPI and WPI. Business Cycles, Purchasing Managers Index (PMI)

<b>Reference Books</b>	<b>Author/Publication</b>
Managerial Economics	Peterson,C.H., Lewis,W.C. & Jain,S.K., Pearson
Managerial Economics – Principles & Worldwide Applications	Salvatore,D. & Rastogi, S.K., Oxford University Press
Managerial Economics	Dwivedi, D.N, Vikas Publishing
Managerial Economics	Ahuja, H.L., S.Chand
Managerial Economics	Atmanand, Excel books

PGDM 104 - BUSINESS STATISTICS AND QUANTITATIVE TECHNIQUES	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Semester</b>	<b>II</b>
<b>Credits</b>	<b>03 (L-2, T-1, P-0)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**C01:**Develop an understanding and apply basic statistical methods to identify the patterns in data to do the analysis for real business situations.

**C02:**Analyse the probability distributions and understand the tools to deal with business uncertainty.

**C03:**Apply the developed mathematical model for real decision making scenarios and enhance the analytical skills to evaluate the problems.

**C04:**Evaluate the problems for optimization of time and cost in distributing goods and allocating resources to various tasks.

**C05:**Ability to make decisions during uncertainty and risk like situations in business.

### **Detailed Curriculum**

#### **Unit 1: Statistical Measures and Techniques for Business**

Data Analysis: Classification of Data. Presentation of Data-Tabular & Graphical, Measures Central Tendency& Dispersion, Correlation-Introduction, Types, Scatter Diagram, Karl Pearson's Correlation Coefficient, Spearman's Rank Correlation, Regression Analysis-Introduction, Comparison with Correlation, Regression Equations, Estimation of Standard Error, Properties of Regression Coefficients, Multiple Regression & Multi-collinearity(Excel.)

#### **Unit 2: Probability and Probability Distributions**

Random Variable-Introduction, Types, Expectation. Probability-Introduction, Classical Approach, Conditional Probability, Bayes' Theorem. Probability Distributions-Binomial, Poisson & Normal.

#### **Unit 3: Linear Programming Problem**

Operations Research—Evolution, methodology & role in decision making. Linear Programming Problem—Meaning, assumptions, advantages, scope & limitations. Formulation of Linear Programming Problem & its solution by Simplex & Big M methods; Special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions. Duality and Sensitivity Analysis. (Using MS Excel Solver.)

#### **Unit 4: Transportation and Assignment Problems**

Transportation Problems-Transshipment problems; Cases in transportation problems; unbalanced problems, degeneracy; maximization objective and multiple optimal solutions. Assignment problems-Assignment Problem using Hungarian Assignment Method; Cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions. Travelling Salesman Problem.

#### **Unit 5: Decision and Game Theory**

Decision Theory—State of Nature, Courses of Action, Constructing Payoff Matrix. Decision making under uncertainty & risk – Sensitivity Analysis, Scenario Analysis, Introduction to Decision Tree. Game Theory-Pure and mixed strategy games; principle of dominance; two person zero sum game; Introduction-non zero sum game, Nash Equilibrium.

<b>Reference Book</b>	<b>Author/Publication</b>
Statistics for Management	Levin, R.I., Rubin, D.S., PHI.
Quantitative Methods for Business	Anderson, D.R., Thomson Learning
Operations Research: An Introduction	Taha, H.A., Prentice Hall of India
Fundamentals of Business Statistics	J.K. Sharma, Trinity Publications
Operations Research	Gupta, Hira, S.Chand Publications
Operations Research	J.K. Sharma, Trinity Publications

PGDM 105 - COMPUTER FUNDAMENTALS AND APPLICATIONS IN MANAGEMENT	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Semester</b>	<b>I</b>
<b>Credits</b>	<b>03 (L-2, T-1, P-0)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**C01:** Understand the basics of networks, operating system, web pages, artificial intelligence and usage of google for business applications.

**C02:** Apply the features and methods learnt for creating word documents for effective documentation in business.

**C03:** Apply the features and basic tools learnt for creating power point slides and worksheets for effective presentations.

**C04:** Analyze the data using advanced tools and techniques of excel for effective business decision making.

### **Detailed Syllabus**

#### **Unit 1: Introduction to Computers and World Wide Web**

Introduction to computers and its application in management. Categories of computers and their applications in business, Fundamentals of Computer Networks. Types of software, Operating Systems – types, characteristics. World Wide Web - Introduction to Web Pages and Databases. Netiquettes, Basic services over Internet, URL, Domain names, Web Browsers, Internet Basics, Web/Google Searching, Use of Google drives, folders, sheets for managerial support.

#### **Unit 2: MS Word**

MS-Office – Introduction, features. MS Word - Word processing concepts: Selecting text, Editing text, Finding and replacing text, printing documents, Creating and Printing Merged Documents, Formatting, Page Design and Layout. Editing and Profiling Tools: Checking and correcting spellings. Use of Graphics, Tables, Charts, Document Templates and Wizards.

#### **Unit 3: MS PowerPoint and Basic Excel**

Introduction to MS Excel, Use & Importance of Excel Application. Creating, Saving and Editing a Workbook, Inserting, Deleting Work Sheets, entering data in a cell, Copying and Moving from selected cells, handling Formulae. MS PowerPoint-toolbars, icons, Creation of slides, Working in different Design & Views, Working with Slides. Formatting and Editing: Text, Image and Paragraph formatting, Making Notes Pages and Handouts, Drawing and Working with Objects, Adding Clip Art and other pictures, Designing Slide Shows, Running and Controlling a Slide Show, Printing Presentations.

#### **Unit 4: Advanced Excel**

Mathematical Functions, Date and Time Functions, Statistical Functions etc., sorting of data, Graphs and Charts, What-if Analysis, Macros, Conditional Formatting, Pivot Tables, Pivot Charts, Filter, Data Analysis, Use of H-lookup, V-lookup functions

#### **Unit 5: Emerging fields in Information Technology**

Basics of Artificial Intelligence, Internet of Things and Machine learning with its applications and implementation in management.

<b>Reference Book</b>	<b>Author/Publication</b>
Discovering Computers: Your Interactive Guide to the Digital World	Shelly, Vermaat, Cengage Learning
Introduction to Computers	Peter Norton, McGraw Hill Education
MS Office 2000 for Everyone	Sanjay Saxena, Vikas Publication House
Advance excel 2016 training guide	Ritu Arora, BPB Publications

PGDM 106 – MARKETING MANAGEMENT	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Semester</b>	<b>I</b>
<b>Credits</b>	<b>03 (L-2, T-0, P-1)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**C01:** Understand basic marketing concepts.

**C02:** Comprehend marketing insights regarding products and consumers.

**C03:** Apply and develop Marketing Communication Strategies

**C04:** Comprehend and analyze the Pricing Strategies

**C05:** Identify and analyze the role of recent trends in marketing.

### **Detailed Curriculum**

#### **Unit 1: Introduction to Marketing Management**

Marketing Management: Introduction, Objectives, Scope and Importance, Types of Market, Core Concepts and Functions of Marketing, Marketing Orientations. Marketing Concept, Marketing as a carrier of values, Marketing Management, Dynamic Marketing Environment, Difference between Sales and Marketing, Concept of Marketing Mix, Service Marketing Mix, Managing and Designing Marketing Mix. Marketing Research and Consumer Research.

#### **Unit 2: Understanding the Product and Consumer Insights**

Product Management: Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Mix Strategies, Product Line Strategies, Packaging and Labeling, New Product Development Process, Adoption Process, Diffusion of Innovation, Product Life Cycle.

Introduction to Branding. Consumer Behavior: Introduction, Characteristics, Factors affecting Consumer Behaviour, Types of Buying Decision Behaviour, Consumer Buying Decision Process, Buying Motives

#### **Unit 3: Marketing Communication Strategies**

Segmentation, Targeting and Positioning: Introduction, Market Segmentation and its Benefits, Basis for Segmenting, Targeting- Meaning, Target market strategies, Market Positioning- Meaning, Positioning Strategies, Value Proposition, Differentiation- Meaning, Strategies, POPs & PODs.

Integrated Marketing Communications (IMC), Promotion Mix, Advertising, Public Relations, Direct Marketing and other methods.

#### **Unit 4: Pricing Strategies**

Pricing: Introduction, Factors Affecting Price Decisions, Pricing Process, Pricing Strategies- Cost Plus Pricing, Premium Pricing, Skimming, Penetration, Other Pricing techniques, Initiating and Responding to the Price Changes.

#### **Unit 5: Recent Trends in Marketing**

Rural Marketing, Green Marketing, Digital Marketing, Social Marketing, Meme Marketing, Cause Related Marketing, Neural Marketing, Affiliate Marketing, Revenge Marketing.

<b>Reference Books</b>	<b>Author/Publication</b>
Marketing Management	Kotler, Pearson Education, 2016
Marketing Management	Ramaswamy V. S., McGraw Hill Education Publishers
Marketing Management	Tapan Panda, 5/e, Excel Publication, 2007



PGDM 107 - LEGAL AND BUSINESS ENVIRONMENT	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Semester</b>	<b>I</b>
<b>Credits</b>	<b>03 (L-2, T-0, P-1)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**C01:** Evaluate the legal policy framework and its implications on business organizations

**C02:** Understand the foundations of business, its purpose and values, and the environmental context in which it operates.

**C03:** Analyze the historical context of the Indian economy, its evolution and understand the present structure and changes in the economy

**C04:** Exhibit knowledge of fundamentals of the financial sector of India & Institutions and how that govern it.

**C05:** Apply business models and tools to evaluate changes in an organization's business environment to find solutions to existing and future problems

### **Detailed Curriculum**

#### **Unit 1: Overview of Business Environment**

Nature & Structure of Business Environment; Micro & Macro Environment – Economic & Non-Economic, Environment Interaction Matrix of Economic & Non-Economic Factors.

#### **Unit 2: Indian Economy and Economic Policies**

Economic Planning in India – Objectives and Evolution, NITI Aayog – Role and Functioning Design and Strategy of Economic Reforms-Liberalization, Privatization, Globalization (LPG); Industrial Policy; Monetary and Fiscal Policies, Union Budget, Competition Policy and Competition Act; Balance of Payments (BOP), Recent Foreign Trade Policy, Recent Trends in India's Foreign Trade.

#### **Unit 3: Financial Sector in India: Structure & Reforms**

Financial Market Structure, Money & Capital Markets, SEBI & Stock exchanges, Financial Institutions – Banks, NBFIs; Role of RBI, Insurance Sector; Mutual Funds; Banking Sector Reforms; Financial Sector Reforms.

#### **Unit 4: Legal Aspects of Business**

Forms of Business, Companies Act 2013 and Amendment Act 2017, Contract laws-Formation of Contracts; Principles of Contract Laws-Legality of Object Consideration; Performance of contract-Discharge of contract- breach of contract-Quasi contracts-Contract Management; Special Contracts: Indemnity & Guarantee, Contract of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity; Principles of Sales of Goods- Transfer of Ownership & Property-Performance of contract; Consumer Protection Act 1986.

#### **Unit 5: Intellectual Property Right (IPR)**

Intellectual Property Right - Trademarks, Patents, Copyright and Neighboring Rights-Plant Variety Protection, Traditional Knowledge, Bio-Diversity, Geographical Indications.

<b>Reference Books</b>	<b>Author/Publication</b>
Company Law & Secretarial Practice	N.D. Kapoor / S. Chand
Business Law	M.C. Kuchal
Business Environment and Policy	Francis Cherunilam / Himalaya Publishing House
Indian Economy	Gaurav Datt & Ashwani Mahajan / S.Chand



PGDM 108 – BUSINESS ETHICS & CORPORATE GOVERNANCE	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Semester</b>	<b>I</b>
<b>Credits</b>	<b>03 (L-2, T-0, P-1)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**C01:** Comprehend the concept of business ethics and corporate governance in the context of Indian business environment.

**C02:** Develop a professional skill-set with ethical value orientations for the various real-life decision-making scenarios.

**C03:** Understand the importance of ethical decision making to deal with business uncertainties.

**C04:** Critically assess governance concerns for individual companies and their stakeholders.

**C05:** Evaluate the ethics and governance mechanisms in a globalized economy.

### **Detailed Curriculum**

#### **Unit 1: Indian Ethos**

Business ethics: Definition, Nature, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible, Quran, AdiGranth, Kautilya's Arthashastra. Ethics v/s Ethos, Indian v/s Western Management, Value System in Work Culture, Secular v/s Spiritual Values, Ethical Values, myths and ambiguity.

#### **Unit 2: Business Ethics in Management**

Theories of Ethics, Corporate Executive Ethics, Ethical Issues in Marketing, Human Resource Management, Finance, Ethics and stakeholders-External influences, impact of Values on Stakeholders, corporate crimes, Concept of whistle-blowing, types of whistle-blowers, whistle-blower policy.

#### **Unit 3: Conceptual Framework of Corporate Governance in India**

Evolution; Components, Corporate boards, powers, responsibilities, Developments in India; Regulatory framework of corporate governance in India; green governance/e-governance; SEBI guidelines, Chairman, Chief Executive Officer (CEO); CFO; auditor. Conflict of interest, Major cases of Corporate Governance failures.

#### **Unit 4: Corporate Social Responsibility and Sustainability**

Social Responsibility of Business: Objectives & implementation, corporate philanthropy; corporate sustainability reporting; CSR through triple bottom line; relation between CSR and corporate governance; major codes on CSR; initiatives in India. Drivers of CSR in India - Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends.

#### **Unit 5: Business ethics and Corporate Governance in a Global Economy**

Ethical perceptions and international business, Global values, relevance of Value Based Management in Global Change, Cross-Cultural Human Values, Legislative framework of corporate governance- an international perspective.

<b>Reference Book</b>	<b>Author/Publication</b>
Business Ethics: Principles and Practices	D. Albuquerque, Oxford University Press
Corporate Governance (Indian Edition)	Mallin Christine A, Oxford University Press
Business Ethics – Text and Cases	C.S.V. Murthy, Paperback.
Corporate Governance Values and Ethics	Dr. Neeru Vashisth, Dr. Namita Rajput, Taxmann

PGDM 109 - PERSONALITY DEVELOPMENT & CORPORATE COMMUNICATION I	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Semester</b>	<b>I</b>
<b>Credits</b>	<b>03 (L-2, T-0, P-1)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**CO1:** Understand, analyses and implement various important techniques for personality development.

**CO2:** Develop effective verbal & non-verbal communication skills for professional excellence.

**CO3:** Enhance linguistic capabilities for effective communication and presentation skills.

**CO4:** Develop positive attitude and exhibit the same in personal and professional life.

### **Detailed Curriculum**

#### **Unit I: Self Awareness & self-management**

Self-Analysis and Self Concept, Components of Self Esteem, Formation of Self Esteem, Techniques of Self Awareness, analyzing hidden potentials, Developing openness to change

#### **Unit II: Personality Development**

Components of Personality, Theories and its Application, Personal Awareness and Personality, Self-Image-Positive and Negative Indicators, Personality and Professional Excellence, Life Skills & Soft Skills-Determinants, Human Ethics and Professional values: Civic Virtue, Respect for others, Cooperation & Empathy

#### **Unit III: Communication Skills**

Communication concept, Listening Skills, Ethics and building blocks of Conversation, Verbal and Non-Verbal Components of Communication, Small Talk- Do's and Don'ts, Corporate Persuasion and Negotiation Skills, Identifying and Correcting Communication Styles

#### **Unit IV: Attitude Management**

Recognizing the power and importance of Attitude, Factors Influencing Attitude, Self-Evaluation on Attitude Triggers, Developing Rapport, Dealing with different kinds of Personalities

#### **Unit V: Language Building (I)**

Phonetics - Articulation and Acoustics, Alternating voiceless and voiced sounds, Pairs of words that differ in the voicing of the first consonant, Differences in stress, Differences in intonation, -Phonology and Phonetic Transcription- The Transcription Of Consonants, the Transcription of Vowels,

Grammar-. Singular and Plural Nouns, Count Nouns vs. Non-Count Nouns, Possessive Nouns, Pronouns; Verbs, Action Verbs, Adjectives, Comparative And Superlative Adjectives, Adverbs, Simple Tense, Irregular Verbs, Active Voice And Passive Voice

<b>Reference Book</b>	<b>Author/Publication</b>
The basics of interpersonal communication	MA: Allyn & Bacon.
Business Communication: Connecting at	Work Hory Sankar Mukerjee
Business Communication Essentials (7th Edition)	Courtland L. Bovee
Personality Development & Soft Skills	Barun K. Mitra, Oxford Higher Education
The Learners Knowledge Enhancer	Dinesh Sharma, Knowledge head Publication

PGDM 110- CAPSTONE PROJECT	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Semester</b>	<b>I</b>
<b>Credits</b>	<b>03</b>

**Course Outcome: After going through the course, students shall be able to**

**C01:** Identify various business situations in relevance to learned concepts.

**C02:** Investigate and identify business problems and assess the alternative solutions.

**C03:** Apply the knowledge of management concepts and principles in their area of investigation.

**C04:** Demonstrate team work and organizing abilities while working in group.

**C05:** Logically interpret the collected data and present the analysis in a lucid manner.

### **Detailed Curriculum:**

The Capstone Project is designed to demonstrate accumulated training in PGDM Semester I, in a single original project under the additional supervision of a faculty mentor. The completed project should bring together all the learning in Semester I i.e. through subjects- Management Principles & Organizational Behavior, Accounting for Managers, Managerial Economics, Business Statistics & Quantitative Techniques, Computer Fundamentals and Applications in Management, Business Communication, Legal & Business Environment, Business Ethics & Corporate Governance and PDCC.

1. The Capstone Project needs to be submitted in working groups of students (working throughout the semester) with shared interests under guidance of faculty mentor.
2. The Capstone necessitates submission of multiple drafts (in form of Assignment) of project that are subjected to heightened peer review and regular feedback from faculty mentor.
3. The Capstone Projects are evaluated on the basis of Project Report and student presentations to faculty panel at the end of the semester.
4. Regardless of the project approach and methodology used, the final project should explicitly apply concepts drawn from learning, reading and practice that aid in applying the learnt concepts to the context and issues of the project.

## Detailed Curriculum

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PGDM 201 – MARKET AND SALES MANAGEMENT	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Semster</b>	<b>II</b>
<b>Credits</b>	<b>03 (L-2, T-0, P-1)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**CO1:** Understand the fundamentals of market concepts.

**CO2:** Identify and Analyze Sales management strategies.

**CO3:** Apply and Evaluate the effective decisions in the process and approaches of sales.

**CO4:** Apply and analyze the strategies related with market distribution channel.

**CO5:** Comprehend and analyze the strategies related with retail and retail practices.

### **Detailed Curriculum**

#### **Unit 1: Introduction to Market**

Importance of market; Dynamics of market; Future markets; Importance of Market as the 4<sup>th</sup> P, Market Development, Understanding market from the perspective of Customer segments and value propositions.

#### **Unit 2: Introduction to Sales**

Introduction to Sales: Role of selling in marketing, Salesmanship and sales manager, Types of sales personnel, Characteristics of a successful salesman, Theories of selling, Sales management, Process of effective selling. Building Sales Organization: Types of sales organizations and their structure, Functions and responsibilities of sales person.

#### **Unit 3: Selling Process and Approaches**

Personal Selling and Relationship Management - Selling to individuals & Institutions, Basics, Sales leads, Planning sales calls - Types of calls; Building long term partnership by selling – Sales presentations, tools for personal selling, Sales Aids – Use of technology in sales; Effective selling techniques, Tele Marketing, Inside Sales tools; Direct Selling; e-Retailing

#### **Unit 4: Market Distribution Channel Management**

Distribution Management & Marketing Mix, Direct Distribution, Need for Distribution Channels, Distribution as a carrier of value, Distribution intensity, Distribution logistics, New distribution trends, Information technology and distribution. Channel Institutions, C&F agents, Distributors, Wholesalers and Retailers, designing channel Systems, Modern Trade, Channel Management and Conflict Management; VMS and HMS

#### **Unit 5: Retail Management**

Introduction to retailing; Transition and evolution of retail-Organized and unorganized retail formats; Growing Importance of Retailing, Factors Influencing Retailing, Strategic Retail Planning Process, Retail Organization, Retail Models and Theory of Retail Development, Modern retail formats in India, Retailing in rural India. Role of Social Media as an active tool in sales process- with special emphasis on Facebook, Instagram, Youtube and Twitter; Omni channel retailing. Careers in Marketing, Retail and Sales.

<b>Reference Books</b>	<b>Author/Publication</b>
Sales and Distribution Management	Krishna K Havaladar, Vasant M Cavale
Sales Management Decisions, Strategies and Cases	Richard R Still, Edward W Cundiff Norman AP Govoni
Sales and Distribution Management (3 <sup>rd</sup> Ed)	S L Gupta, Trinity Publicaitons

PGDM 202 - HUMAN RESOURCE MANAGEMENT	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Semester</b>	<b>II</b>
<b>Credits</b>	<b>03 (L-2, T-0, P-1)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**C01:** Understand and exhibit knowledge of concepts, fundamentals, tools and techniques of HRM by careful selection of right decisions

**C02:** Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and reward Systems

**C03:** Analyze the strategic issues and apply strategies required to select and develop manpower resources

**C04:** Evaluate the interventions and new variables in the changing scenario of HR and integrate the knowledge of HR concepts to take correct business decisions

### **Detailed Curriculum**

#### **Unit 1: Introduction to HRM as Business partner**

Definition and Concept of Human Resource Management, needs, Objectives, Importance, Functions, Scope, History of Human Resource Management- Evolution, Role of Human Resource Manager, Challenges of HRM.

#### **Unit 2: Human Resource Planning and Employee Hiring**

HRP – Definition, Objectives and Importance of HRP, Process of Human Resource Planning, levels, problems and guidelines of HRP; Job Analysis and Job Design; Recruitment- Definition, Objective, Factors Affecting Employee Hiring, Sources of Recruitment, HR Challenges and recent Trends in recruitment; Selection: Concept of Selection, Process, Recruitment vs. Selection, Selection Errors, Induction Program.

#### **Unit 3: Employee Training and Performance Appraisal**

Employee Training -Purpose of Training, Benefits, Process, Employee Training Methods, Evaluating training effectiveness, Retraining and management development, Training vs Development, Succession planning; Performance Appraisal- Concept, Objectives, Importance, Appraisal Process, Performance Appraisal Methods and Pitfalls, Uses of Performance Appraisal, Potential Appraisal.

#### **Unit 4: Compensation Management and Employee Relations**

Compensation Management and Components, Factors affecting employee compensation, Job evaluation, Wage and Salary Administration, Industrial relations and Trade Unions,

#### **Unit 5: Context of Strategic HRM**

SHRM, Recent trends in HRM- global HRM and domestic HRM, IHRM, HRIS, HR Analytics, Human Resource Audit.

<b>Reference Book</b>	<b>Author/Publication</b>
Human Resource Management	C.B. Gupta / Sultan Chand & Sons
Personnel Management	C.B Mammoria / Himalaya Publishing House
Personnel Management	Edwin B. Flippo/ McGraw- Hill
Human Resource Management	Noe, Hollenbeck, Gerhart and Wright, 5th ed,(2010),McGraw-Hill/Irwin

PGDM 203-BUSINESS RESEARCH METHODS	
Class	PGDM (2021-23)
Semester	II
Credits	03 (L-2,T-1,P-0)
Hours	30

**Course Outcomes: After going through the course, students shall be able to**

**C01:** Understand concepts and fundamentals of research and its types.

**C02:** Exhibit and apply various research techniques to real life situations.

**C03:** Comprehending and applying relevant scaling-measurement techniques and sampling techniques.

**C04:** Applying different techniques of coding, editing, tabulation and analysis in doing research.

**C05:** Interpret the findings and design the final report as well as research proposal.

### **Detailed Curriculum**

#### **Unit 1: Introduction to Business Research**

Introduction to Business Research, types of research, Research Process, formulation of research problem, Research Designs, development of research hypothesis and types of hypothesis.

#### **Unit 2: Sampling and Sampling Distributions**

Population and Samples, Census versus Sampling. Types of Sampling Methods, Sample Size, Sampling Distributions, Steps in sampling

#### **Unit 3: Data Collection & Data Processing**

Types of Data – Primary & Secondary, Methods of collecting primary data, Measurement & Scaling, Questionnaire Construction, Sources of Error, Schedule vs Questionnaire, Data Processing – Cleaning, Editing, Coding, Transcription and Tabulation (by SPSS)

#### **Unit 4: Data Analysis & Testing of Hypothesis**

Descriptive analysis & Inferential analysis, Hypothesis testing (concept, type of error , steps,types),ParametrictestswithSPSS(z-test,t-test,F-test)andnon-parametrictestwithSPSS (Chi-square, Mann-Whitney U Test, Kruskal-Wallis test), Multivariate Analysis (Factor Analysis, Regression Analysis).

#### **Unit 5: Report and Research Proposal Writing**

Layout of Research Report, Guidelines for writing a good Research Report, Types of reports. Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal.

Reference Books	Author/Publication
Business Research Methods	Donald R. Cooper and Pamela Schindler
Business Research Methods	Naval Bajpai
Marketing Research	G C Beri /Tata McGraw Hill, New Delhi, 2000
Research Methodology	C R Kothari



PGDM 204 - FINANCIAL MANAGEMENT	
Class	PGDM (2021-23)
Semester	II
Credits	03 (L-2,T-1,P-0)
Hours	30

**Course Outcomes: After going through the course, students shall be able to**

**C01:** Understand the foundational aspects of the world of finance and the way they impact businesses across the globe. Performing the time series analysis for assessing money's worth. Estimating the Values of the various components of a capital mix.

**C02:** Apply the techniques necessary for evaluation of investment and financing decisions from a management standpoint.

**C03:** Performing the risk analysis in the Capital Structure. Analyzing the various aspects of the components of a Capital structure in terms of leverage requirements.

**C04:** Perform analysis of the day-to-day finances of businesses and understand the ways of managing them effectively.

**C05:** Make financial decisions in various business-related situations on the basis of a comprehensive assessment of a company's financial performance

### **Detailed Curriculum**

#### **Unit 1: Introduction to Financial Management & Valuation of Securities**

Definition, nature, objective & scope of Financial management; Wealth maximization & Profit maximization objectives of Financial Management; Role of Finance Manager; Time Value of Money; Concept of Valuation, Bond Valuation, YTM, Valuation of Debentures, Valuation of Preference Shares, Valuation of Equity Shares.

#### **Unit 2: Investment Decision**

Capital Budgeting: Features and Significance of Capital Budgeting; Types of Capital Budgeting decisions; Cost and Benefits of Proposal – Cash Flow: Initial Subsequent and Terminal Cash Flow, Incremental Approach to Cash Flow. Techniques of Evaluation: Non-Discounting Techniques – Payback Period, Accounting Rate of Return; Discounting Techniques – Net Present Value, Profitability Index, Discounted Pay Back Period, Internal Rate of Return, modified IRR.

#### **Unit 3: Financing Decision**

Cost of Capital – Concept, Factors affecting Cost of Capital, Cost of Debt, Cost of Preference Shares, Cost of Equity Shares, Cost of Retained Earnings, WACC; Leverage Analysis – Concept, Operating Leverage, Financial Leverage, Combined leverage; EBIT-EPS Analysis – Financial Break even, Indifference Level; Capital Structure – Planning Designing & Theories.

#### **Unit 4: Dividend Decision**

Relevance Theories of Dividend – Walter's Model, Gordon's Model; Irrelevance Theories of Dividend – Residual Theory of Dividend, MM Approach; Dividend Discount Model; Dividend Policy – Determinants & Constraints.

#### **Unit 5: Working Capital Management**

Introduction to working capital management, working capital estimation using operating cycle and CA-CL method; Management of Cash & Marketable Securities, Receivables management, Inventory Management.

Reference Books	Author/Publication
Fundamentals of Financial Management	James C. Van Horne and John M. Wachowicz, Jr./ Pearson Education Limited Oxford
Financial Management: Text, Problems & Cases	MY Khan and PK Jain / Tata McGraw-Hill
Financial Management	I M Pandey /Tata McGraw-Hill
Financial Management: Theory and Practice	Dr Prasanna Chandra / Tata Mc Graw-Hill



PGDM 205 - PROJECT MANAGEMENT	
Class	PGDM (2021-23)
Semester	II
Credits	03 (L-2,T-1,P-0)
Hours	30

**Course Outcomes: After going through the course, students shall be able to**

**C01:** Manage the selection and initiation of individual projects and portfolios of projects in the enterprise and shall develop problem solving and decision-making skills.

**C02:** Apply various techniques of project management and understand their impact in terms of decision making.

**C03:** Develop analytical skills and would be able to conduct project planning activities that accurately forecast project costs, timelines, and quality.

**C04:** Demonstrate a strong working knowledge of ethics and professional responsibility.

**C05:** Demonstrate effective project execution and control techniques that result in successful projects and shall develop leadership abilities.

**Detailed Curriculum**

**Unit 1: Project**

Definition, Characteristics, Importance, Types, Steps in Identification of Projects, Project life cycle, Experience Curve, Scouting for project ideas, Preliminary screening, Project Rating index.

**Unit 2: Demand Analysis & Project Financing**

Identification and Collection of data. Forecasting: Qualitative; Expert Opinion, Sales force, Consumer survey and Delphi and Quantitative; Simple Average, Moving Average, Linear regression, Exponential smoothing. Financing of projects, Venture capital & private equity.

**Unit 3: Financial Estimates & Projections**

Financial appraisal: Project cost estimation & working capital requirements, sources of funds, appropriate composition of funds (capital budgeting), preparation of projected financial statements viz. Projected balance sheet, projected income statement, projected funds & cash flow statements, Preparation of detailed project report. Capital budgeting in context of project management.

**Unit 4: SCBA**

Meaning, Rationale, Approaches to SCBA, UNIDO approach, L-M approach, Public sector investment decision in India.

**Unit 5: Implementation & Control of Projects**

Project scheduling, Network techniques for resource: PERT, CPM, Decision & Spanning Tree, Cost budgeting and scheduling, problems of project implementation, role of project manager, project management teams and coordination. Monitoring and post implementation - project audit.

Reference Book	Author/Publication
Projects: Planning Analysis : Selection Implementation & Review	P Chandra, Tata McGraw Hill
Text Book of Project Management	P Gopal krishnan & VE Ramamoorthy, McMilan
Project Management & Control	NSingh, Himalaya

PGDM 206 - STRATEGIC MANAGEMENT	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Semester</b>	<b>II</b>
<b>Credits</b>	<b>03 (L-2,T-0,P-1)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**C01:** Understand the basic concepts and principles of strategic management and how they relate to organizational functioning.

**C02:** Analyze the strategic management process and its steps of execution in organizations.

**C03:** Evaluate various perspectives to take decisions and comprehend their impact on the businesses for devising successful strategies

**C04:** Attain skills for applying these concepts to the solution of business problems

**C05:** Devise successful strategies for business using tools and techniques of strategic management

### **Detailed Curriculum**

#### **Unit 1: Introduction to Strategic Management**

Introduction and Importance, Strategy Content, Strategic Process and Roles, Configurational Perspective in Strategic Management, Dimensions and Levels of Strategy, Schools of thought in Strategy Formulation and their contribution.

#### **Unit 2: Strategic Intent**

Strategic Intent, Vision, Mission, Concepts of Stretch, Leverage & Fit, Objectives & Goals of Business, Business Definition, Balanced Scorecard Approach, Critical Success factors & Key Performance Indicators, Environmental Appraisal, SWOT analysis, BCG Matrix, PESTLE framework, Environmental scanning, environmental appraisal and their distinction.

#### **Unit 3: Competitive Strategy**

Porter's Five Forces Model, Generic Strategies, Value Chain, Core Competency, Business Model Innovation and adaptability as competitive advantages.

#### **Unit 4: Corporate Level Strategies**

Expansion strategies, Stability Strategies, Retrenchment Strategies, Combination Strategies, Corporate Restructuring.

#### **Unit 5: Strategic Analysis, Implementation, Evaluation and Control**

Strategy Implementation and Barriers, Resource allocation: strategic budgeting, factors affecting resource allocation, difficulties in resource allocation. Process of Strategic Choice, Strategic Gap Analysis: 7S Framework, Life Cycle Analysis, Experience Curve Analysis, Competitor Analysis, Contingency Strategy, Strategy Evaluation: Rumelt's criteria for evaluation. Monitoring Business Model environments, Techniques for strategic control, role of organizational systems in evaluation.

<b>Reference Book</b>	<b>Author/Publication</b>
Strategic Management and Business Policy	Azhar Kazmi / Mcgraw Hill
Strategic Management	Alpana Trehan / Dreamtech
Concepts in Strategic Management & Business Policy	Thomas L. Wheelen, J. David Hunger / Pearson Publishing
Strategic Management-Concepts & Cases	Fred David / Pearson Education

PGDM 207 – ENTREPRENEURSHIP	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Semester</b>	<b>II</b>
<b>Credits</b>	<b>03 (L-2,T-1,P-0)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After completing the course students will be able to**

**C01:** To comprehend the basic concept of entrepreneurship.

**C02:** Developing entrepreneurial mindset and Realize the potential for entrepreneurship.

**C03:** Understand and evaluate various sources of Entrepreneurial Finance, Technical Assistance, & Material resources.

**C04:** Identify opportunities and generate ideas which can be developed into successful business models.

**C05:** Apply their knowledge, abilities and skills in creating, sustaining and scaling up of entrepreneurial ventures.

### **Detailed Curriculum**

#### **Unit 1: Fundamentals of Entrepreneurship**

Entrepreneurship as a Career, Entrepreneurial Traits, Entrepreneurship vs. Management, Entrepreneurship vs. Intrapreneurship. Types of Entrepreneurs, Innovation and Entrepreneurship, Entrepreneurship Development Process

#### **Unit 2: Entrepreneurial Motivation**

Motivation Theories, Factors Motivating Achievement, Achievement Motivation Training, Major Entrepreneurial Competencies, Creativity and Problem Solving. Contemporary role models, Government Initiatives in India: Planning, Implementation and Evaluation.

#### **Unit 3: Opportunity Identification and Product Selection**

Entrepreneurial Opportunity Search and Identification; Sources of Information; Problem solving approach for Decision Making, Idea Generation for Business, Criteria to Select a Product;

#### **Unit 4: Developing Entrepreneurial Plan**

Business Plan Formulation: Format of Business Plan, Business Canvas Model. Feasibility study – Technical Analysis, Financial Analysis, Marketing Analysis. Monitoring and Evaluation of Business-Preventing Sickness and Rehabilitation of Business Units

#### **Unit 5: Special Entrepreneurship Cases**

Development of Women Entrepreneurs, Social Entrepreneurship, Entrepreneurship in Rural Sector, Recent trends and emerging areas of Entrepreneurship in India.

<b>Reference Book</b>	<b>Author/Publication</b>
Entrepreneur & Environment	Desai. A.N Ashish, New Delhi, 1990.
Development of Entrepreneurship	Batra G.S., Deep & Deep, Delhi, 2002
Innovation and Entrepreneurship	Drucker, Peter Heinemann, London.
Entrepreneurship	Rajeev Roy, Oxford University Press
Entrepreneurship	Hisrich, Peters & Shepherd, Tata McGraw Hill
Entrepreneurship	Abha Mathur, Taxmann 2017
Small Business and Industry-A handbook for Entrepreneurs	Verma, J.C., and Gurpal Singh, Sage, New Delhi

PGDM 208 – DIGITAL MARKETING (IN ASSOCIATION WITH NIIT)	
Class	PGDM (2021-23)
Semester	II
Credits	03 (L-1,T-0,P-1)
Hours	30

**Course Outcomes: After completing the course student will be able to**

**CO1:** Understand fundamentals of digital marketing and its implementation in business.

**CO2:** Gain knowledge of website and its designing with functionality and technical bugs.

**CO3:** Comprehend and apply the features of Search Engine Optimization, Search Engine Marketing, Social Media Optimization, Google Analytics, Affiliate Marketing, Blogging & AdSense.

**CO4:** Devise strategies based on the leading practical application orientated solutions in each vertical of digital marketing.

### **Detailed Curriculum**

#### **Unit 1: Digital Marketing Fundamentals**

Introduction, Digital Marketing Process, Methods of Promoting Business Online; Basics Online Term, Keyword Research and Planning, Online Traffic, Understanding Conversion Process, Inbound Marketing Vs Outbound Marketing.

#### **Unit 2: Website Designing**

Basic of Website Designing Terms, what is a Website, Types of Website, Installing WordPress, Planning Business Website, Site Design with WordPress Theme, Building the Website, Adding Business Feature.

#### **Unit 3: Search Engine Optimization**

Fundamentals of SEO: How Search Engine Works, How Search Engine Shows Results, what is Keyword, Keyword Planning Strategy, Keyword Planner Tool, On Page SEO, Off Page SEO.

#### **Unit 4: Social Media Marketing**

Facebook, business page and facebook ads; Twitter Introduction and Basics, Twitter Marketing, Retweets and Engagements; LinkedIn Introduction and Basics, LinkedIn Profile, LinkedIn Company Page, Position Your Company on LinkedIn

#### **Unit 5: Other Social Marketing**

Email marketing: introduction to email marketing, choosing an email marketing service provider, building your list, email analytics; Youtube marketing: creating your own youtube channel, making earning money from youtube, youtube SEO, monetizing your videos via google and youtube, youtube analytics; Google adwords: adwords basics, set up an adwords account, create ads and campaigns, set up a new campaign, set up a new ad group, text ads, image ads, video ads, mobile ads, budgets and bid manage your budget, choose how you bid, choose your bid amount, bidding on the display network, choose where and when ads appear, reach your audience.

Reference Books	Author/Publication
Fundamentals of Digital Marketing	Puneet Singh Bhatia
The Art of Digital Marketing	Ian Dodson
NIIT Study Material	-

PGDM 209 – PERSONALITY DEVELOPMENT & CORPORATE COMMUNICATION II	
Class	PGDM (2021-23)
Semester	II
Credits	03 (L-2,T-0,P-1)
Hours	30

**Course Outcomes: After going through the course, students shall be able to**

**C01:** Analyzing Leadership Styles and developing Team Management Skills

**C02:** Learning & Application of Professional Etiquette in the Corporate World

**C03:** Evaluation and Application of various techniques to maintain well being

**C04:** Sensitizing the students towards the importance of Dressing and Grooming in the professional world

**C05:** To be able to manage conflicts using effective strategies for conflict management

### **Detailed Curriculum**

#### **Unit I: Leadership skills & Team Building**

Differentiation between Leaders and Managers, Virtues and Qualities of an Effective Leader, Emotional Intelligence for People's Management, Leadership Styles: Self-Assessment, Team Building & Group Dynamics, Team Building Strategies and Techniques: Qualities of a Team Player, Productivity and Empowerment

#### **Unit II: Business Communication Skills & Professional Etiquette**

Business Card Protocol, Greetings and Introductions, differentiating between being Passive, Aggressive and Assertive, Dealing with different kinds of Personalities: Dominant, Authoritative etc, Developing Social Ethics: Gender sensitization, Etiquette for Gentleman/Lady to be, knowing where to draw the line.

#### **Unit III: Wellness Management & well-being**

Understanding the concepts of Anger, Stress & Anxiety: Sources, Triggers and Reactivity(ABC Model), Self-Management: Self Help techniques, Lifestyle Management and changing "Perceptions", Role of Emotional Stability & Regulation, Stress Management: Theory and Application, Concept of well being-Social, Emotional, Physical, Spiritual and Perceptual, Dealing with stressful situations, understanding the importance of personal and professional relationships, Persistence, Resilience & Patience, How to maintain individuality to avoid personality conflict

#### **Unit IV: Power Dressing & Image Enhancement**

The importance of Clothing-Behaviorally and Cognitively, Differentiation between Business Formals & Business Casuals, Essentials of the Corporate Attire: Relevance and Importance, Formal Accessorizing, Color Combinations and Do's and Don'ts, Grooming & Personal Hygiene: Skin, Hair care, Body Odor etc, Developing Executive Presence

#### **Unit V: Language Building (II)**

Reading Comprehension, English Conversations, Writing skills-- The Benefits of Writing, Sentence Construction and Tenses, Grammar, Improving Written Grammar, Capital Letters, When to Use, Articles and Punctuation, Personal Statement, What Are and How to Avoid Common Mistakes in Writing, Vocabulary Development

Reference Book	Author/Publication
The Basics of Interpersonal Communication	MA: Allyn & Bacon.
Business Communication: Connecting at	Work Hory Sankar Mukerjee
Business Communication Essentials (7th Edition)	Courtland L. Bovee
Personality Development & Soft Skills	Barun K. Mitra, Oxford Higher Education
The Learners Knowledge Enhancer	Dinesh Sharma, Knowledge head Publication

PGDM 210- CAPSTONE PROJECT	
Class	PGDM (2021-23)
Semester	II
Credits	03

**Course Outcome: After going through the course, students shall be able**

**to CO1:** Identify various business situation in relevance to learned concept.

**CO2:** Create investigation related to identified problems.

**CO3:** Critically think and apply learned concept and principles in their area of investigation.

**CO4:** Demonstrate intellect to solve problems and address the identified project.

**CO5:** Developing capabilities of decisions making in the selected area.

### ***Detailed Curriculum:***

1. The Capstone Project is designed to demonstrate accumulated training in PGDM Semester 2, in a single original project under the additional supervision of a faculty mentor. The completed project should bring together all the learning in Semester 2 i.e. through subjects- Marketing Management, Human Resource Management, Business Research Methods, Financial Management, Project Management, Strategic Management, Entrepreneurship, Digital Marketing (NIIT) and PDCC.
2. The Capstone Project needs to be submitted in working groups of students (working throughout the semester) with shared interests under guidance of faculty mentor.
3. The Capstone necessitates submission of multiple drafts (in form of Assignment) of project that are subjected to heightened peer review and regular feedback from faculty mentor.
4. All assignments should adhere to guidelines. The outline of the assignment is:
  - a) Assignment # 1: (i) topic – choose a preliminary topic; (ii) importance of topic; and (iii) need of study.
  - b) Assignment # 2: Literature Review / Theoretical Background
  - c) Assignment # 3: Methodology
  - d) Assignment # 4: Case Study/Analysis
  - e) Assignment # 5: Project report (Plagiarism checked)
5. The Capstone Projects are evaluated on the basis of Project Report and student presentations to faculty panel at the end of the semester.

Regardless of the project approach and methodology used, the final project should explicitly apply concepts drawn from learning, reading and practice that aid in applying the learnt concepts to the context and issues of the project.

## **Detailed Curriculum**

<b>YEAR 2</b>		
<b>SEMESTER 3 (Core Subjects)</b>		
<b>PGDM 301</b>	<b>Production &amp; Operations Management</b>	<b>62</b>
<b>PGDM 302</b>	<b>Business Analytics (in association with NIIT)</b>	<b>63</b>



PGDM 301 – PRODUCTION AND OPERATIONS MANAGEMENT	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Semester</b>	<b>III</b>
<b>Credits</b>	<b>3 (L-2,T-1,P-0)</b>
<b>Hours</b>	<b>30</b>

Course Outcomes: After going through the course, students shall be able to

**CO1:** Exhibit knowledge of concept of production and operations management as well as productivity.

**CO2:** Solve and analyze problems using different forecasting techniques.

**CO3:** Evaluate and rank capacity locations, plan and schedule production by solving the problems.

**CO4:** Comprehend MRP concepts, inventory types and its objectives and calculate EOQ.

**CO5:** Understand concepts of purchasing and Total Quality Management.

### ***Detailed Curriculum***

#### **Unit 1: Introduction to Production and Operations Management**

Production and Operations management, Product Design & Development Process, Types of Production System, Productivity, Production Flexibility.

#### **Unit 2: Plant Location, Job Design, Work Measurement & Capacity Planning**

Plant location: Factors to be considered, Plant Layout: Types of Layout, Material Handling, Job design and methods, Job Evaluation and methods of Work Measurement, Capacity planning: short and long term capacity planning.

#### **Unit 3: Design of Production Processes & Inventory Management**

Design of Production Processes, Process Planning and Design, Vertical integration-forward and backward, Automation - degrees of automation, Types of Process Designs, Material Requirement Planning (MRP), Inventory Management: Purpose of Inventories, Inventory Costs, Inventory Systems: Fixed Order Quantity System, Fixed Order Period System, Inventory Classification Models, Economic Order Quantity, Derivation of EOQ Formula, Numericals related to Economic Order Quantity, Quantity Discounts.

#### **Unit 4: Purchasing, Warehousing Functions and Material Management**

Purchasing and Warehousing Functions: Vendor Development and Rating, Value Analysis, Production Planning and Control, Materials Management: Introduction, Production Control, Materials Handling, Automated Storage and Retrieval Systems, Supply Chain Management.

#### **Unit 5: Quality Management**

Quality Management, Costs of Quality Maintenance, Quality Assurance: ISO 9000, ISO 14000, Total Quality Management, Statistical Concepts in Quality Control, Control Charts: Control charts for variables, Control charts for Attributes; Acceptance Plans, Quality Circles.

<b>Reference Books</b>	<b>Author/Publication</b>
Production and Operations Management	Charry S.N./THM
Production and Operations Management	Kanishka Bedi/Oxford Press
Operations Management	Norman Gaither, Greg Frazier/Cengage Learning
Production and Operations Management	Aswathapa Bhatt/Himalaya Publication
Project Management	Havey Maylor/Pitman Publishing
Production and Operations Management	R. B. Khanna/Prentice Hall Publications
Operations Management for MBA	Jack R. Meredith and Scott M. Shafer Wiley



PGDM 302 – BUSINESS ANALYTICS (IN ASSOCIATION WITH NIIT)	
Class	PGDM (2021-23)
Semester	III
Credits	3 (L-2,T-1,P-0)
Hours	30

**Course Outcome: After going through the course, students shall be able to**

**CO1:** Understand and comprehend basic statistical concepts.

**CO2:** Understand and apply sampling techniques

**CO3:** Understand frequency distributions and measures of central tendency, dispersion and shape.

**CO4:** Gain knowledge of the one-way analysis of variance and correlation and apply it.

**CO5:** Gain knowledge of linear regression and linear programming and apply it.

### Detailed Curriculum

#### Unit 1: Introduction to Business Analytics

Definition business analytics, evolution of analytics, differences between analytics and analysis, broad types of business analytics, organizations benefit from using analytics.

#### Unit 2: Data types and data mining

Importance of data in business analytics; differences between data, information and knowledge; types of data, stages of data maturity in organization, organization stance in absence of good quality data, differences between Business Analytics and Business Intelligence, components within Business Analytics and Business Intelligence, role of Data Mining in Business Intelligence and Business Analytics.

#### Unit 3: Business Problems & Analytical Decision-Making

Analytical decision-making process, characteristics of the analytical decision-making process, business problem - key questions & answers through analytics, characteristics of a good key question, skills of a good business analyst, current trends and future of business analytics

#### Unit 4: Statistical Concepts and Sampling Techniques

Statistics and its use in business, basic statistical concepts; frequency distributions, measures of central tendency, measures of dispersion, measures of shape, concept of sampling and necessity, techniques for sampling, characteristic of good sample.

#### Unit 5: Data analysis and presentation

One-way Analysis of Variance, Correlation, Linear Regression, Linear Programming, Linear Programming –Allocation Models.

Using Excel in Business Analytics: Working with Data, Measure of Dispersion, Frequency Distributions, Hypothesis Testing Descriptive Statistical Analysis, Data Distribution, Prediction Models and Automating Analysis.

Reference Books	Author/Publication
Business Analysis	Pradeep Hari P., PHI Learning Pvt. Ltd.
Business Research	Paul R., Viva Book Pvt. Ltd.
Business Research Methods	Cooper Schindler, Tata McGraw Hill
NIIT Study Material	-

## Detailed Curriculum

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YEAR 2		
SEMESTER 4 (Core Subjects)		
PGDM 401	International Business & Trade	65
PGDM 402	Research Project	66

PGDM 401 - INTERNATIONAL BUSINESS AND TRADE	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Semester</b>	<b>IV</b>
<b>Credits</b>	<b>03 (L-2,T-0,P-1)</b>
<b>Hours</b>	<b>30</b>

*Course Outcomes: After going through the course, students shall be able to*

**CO1:** Create and apply the strategies for solving unique problems faced by firms engaged in international activities.

**CO2:** Remember EXIM Policy Framework and Foreign Exchange Regulations and acquaint with trade practices.

**CO3:** Analyze and implement on the mechanics of importing and exporting; joint venture, franchising, and subsidiaries, international dimensions of management.

**CO4:** Evaluate the impact of statutory and regulatory compliance on an organization's integrative trade initiatives and understanding documentation procedure.

**CO5:** Develop a comprehensive skill-set for managing risk faced by International organizations.

*Detailed Curriculum*

#### **Unit 1: International Business Environment**

Overview of International Business Environment; Role of Multilateral Organizations – IMF, World Bank, WTO, OPEC, Modes of Entry into International Business; Stages in International Business; Country Evaluation and Selection; Free Trade & Protectionism, Deglobalization.

#### **Unit 2: Economic Integration and Cooperation**

Regional Economic Groupings: Meaning and Significance of Economic Integration; Factors Facilitating Economic Integration; EU, NAFTA, SAARC, ASEAN; Cooperation Forums and Projects: G8, G20, BRICS, Belt and Road Initiative (BRI).

#### **Unit 3: Foreign Trade and Foreign Exchange**

Introduction to Major Trade Theories; Porter's Diamond Model of Nation's Competitiveness; Foreign Exchange Rate Determination, FEMA, Trade Contract and Trade Terms; Incoterms; Tariff and Non-Tariff Barriers, GATT, GATS, TRIPs and TRIMs

#### **Unit 4: EXIM Finance and Documentation**

Main Features of Payment Terms-Advance Payment, Open Account, Documentary Collection, Documentary Credit – Documentary Collection –DP and DA Process and Operation; Letter of Credit and Parties Involved; Process of Opening and Advising LC, Types of LC; Process and operation; UCPDC-Major clauses; Consignment sale, Trade Operations and Documentation; Documentation Areas and Dimensions; Nature and Characteristic Features of Exim Documents; EDI and ADS documentation. Institutional infrastructure for export promotion in India.

#### **Unit 5: Export Risk and Insurance**

Nature of transit risk; Contract of cargo insurance; Parties involved, Indemnity and insurable value; Cargo loss claims – Procedure and documentation; Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Procedures and documentary requirements

Reference Books	Author/Publication
International Business- Environment and Operations	Daniels J.D. and H Lee Radesbaugh, Pearson Education
International Business – Text & Cases	Francis Cherunilam , PHI
International Business- Competency in the Global Market Place	Charles W.L., Tata McGraw Hill

PGDM 402 – RESEARCH PROJECT	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Semester</b>	<b>IV</b>
<b>Credits</b>	<b>03</b>

*Course Outcomes: After going through the course, students shall be able to*

**CO1:** Identify various business problems and formulate research question and objectives to do research in relevant field.

**CO2:** Perform investigation selecting appropriate research design and following research process related to identified problems.

**CO3:** Critically think and apply concept and principles of research in their area of investigation.

**CO4:** Developing capabilities of decisions making through analysis of data in the selected area.

**CO5:** Demonstrate intellect to solve problems and address the identified project systematically.

#### *Detailed Curriculum*

In fourth semester, the candidates will have to submit a Research Project Report on a problem/topic (from the specialization areas) to be assigned by the faculty guide taking into consideration the area of interest of the student. Faculty guides will be allotted by the institute on the basis of specialization opted by the student.

The evaluation of the project will consist of

- (1) Evaluation of Project Report
- (2) Viva based on Project

The report should contain the following:

1. Objectives and Scope of the study.
2. Literature Review and Rationale/Importance of the Study
3. Research Methodology
4. Analysis of Data
5. Findings, Conclusions and Recommendations

The student shall prepare the Research Project Report as per the format given in the Research Project Report Manual. The student will submit two copies of the report to the faculty guide. The number of pages in the report should be 75 or more.

## Detailed Curriculum

YEAR II		
MARKETING SPECIALIZATION		
PGDM M01	Services Marketing	68
PGDM M02	Consumer Behaviour	69
PGDM M03	Product & Brand Management	70
PGDM M04	International Marketing	71
PGDM M05	Integrated Marketing Communication	72
PGDM M06	Marketing Research	73

PGDM M01 - SERVICES MARKETING	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Credits</b>	<b>03 (L-2, T-0, P-1)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**C01:** Comprehend management of customer service experience by understanding customer expectations, perceptions and outcomes.

**C02:** Critically analyse the service shortcomings with reference to desirable ingredients of marketing to deliver service excellence.

**C03:** Develop a practical base for assessing service performance using best practices.

**C04:** Identify and analyse characteristics and challenges of managing service firms in the modern dynamic world, that is constantly evolving amidst challenging times.

**C05:** Comprehend the key linkages between marketing and other business functions in the context of designing and operating an effective service system.

### **Detailed Curriculum**

#### **Unit 1: Introduction to Services Marketing**

Introduction: Definition, Characteristics and Classification of Services, Difference between Product and Services Marketing, Paradigms in Services Marketing, Present Marketing Environment, Services Marketing Mix: Understanding the 7 Ps, Strategies for Services Marketing; Why marketing of services; Difference between Goods & Services: Challenges and implications, Strategies to combat these challenges; Tangibility Spectrum.

#### **Unit 2: Understanding Consumer Behavior and Service Design**

Understanding Consumer Behavior: Services vis-à-vis goods, Consumer Behavior in Services, Customer Expectations and Perceptions of Services – Evaluation of services. Risk perception and types of risks in services.

Service Development Design & Standards: New Service Development Process – Basic service to potential service, Customer Defined Service Standards

#### **Unit 3: Pricing and Managing Service Promise**

Delivering Services: Role of Employees and Customers in service delivery; Role of Intermediaries, Service process – Blue printing – Physical evidence. Pricing of Services: Pricing Considerations and Strategies, Revenue Management.

Managing Service Promise: Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations.

#### **Unit 4: Delivering & Performing Services**

Service development & design, Customer defined service standards, Service Blueprint, service processes, Crafting the Service environment, managing Demand & Capacity. Services Positioning Strategies and Branding

#### **Unit 5: Managing Services for Profits**

Delivering Quality Service, Challenges of Measuring Service Quality, Measures of Service Quality, Dimensions of Service Quality, SERVQUAL, Service Quality & Productivity: Gaps Model, Service Recovery, Building Customer Relations & Loyalty, Service Leadership.

<b>Reference Books</b>	<b>Author/Publication</b>
Services Marketing	Lovelock, Christopher, Prentice
Services Marketing	Nargundkar, Rajendra, Tata
Services Marketing	Ravi Shankar, Excel Publishing

PGDM M02 - CONSUMER BEHAVIOUR	
Class	PGDM (2021-23)
Credits	03 (L-2, T-0,P-1)
Hours	30

**Course Outcomes: After completing the course student will be able to**

**CO1:** Evaluate the consumer decision making at different stages along with identification of new market opportunities.

**CO2:** Comprehend the Consumer Behaviour models in making decisions.

**CO3:** Analyse the influence of individual determinants on Buyer Behaviour and the consumer decision making.

**CO4:** Analyse the influence of external factors on Buyer Behaviour and the consumer decision making.

**CO5:** Gain knowledge about determinant factors of organizational buying.

**Detailed Curriculum**

**Unit 1: Introduction & Consumer Decision Process**

Consumer Behaviour - An Introduction, Determinants and Framework of Buyer Behaviour, contributing disciplines, Consumer decision making process, factors affecting each stage, Theory of cognitive dissonance, Evaluation criteria and rules, perceived value attributes, Value delivery process. Satisfaction and Quality vs retention, Market Opportunity Identification–Analysis & Evaluation.

**Unit 2: Consumer Behaviour Models**

Models of consumer decision making- Economic, Nicosia model, Models, Howard & Seth Model, Engel- Blackwell-Miniard Model, Psychoanalytic Model, Sociological Model.

**Unit 3: Individual Determinants of Buyer Behaviour**

Consumer motivation, Personality and consumer behaviour, Self-Concept, gaps in self-image and ideal image, Consumer perception, Consumer learning, Consumer attitude formation and change, Communication and consumer behaviour, VALS and grouping consumers.

**Unit 4: Consumers in their Social and Cultural Settings**

Social Class & Social Stratification. Homogeneity of needs in social class, product usage norms and evaluation rules within class. Social Class stratification in India: SEC, NCAER. Changes in Gender perspectives. Influence of culture and subculture, Reference groups and family influences, opinion leadership and diffusion of innovation, Word-of-Mouth and its Strategic Application (Social Networks, Brand communities, Weblogs, stimulating word-of- mouth, viral marketing, managing negative rumors).

**Unit 5: Organizational Buyer Behaviour**

Industrial Buying Behaviour: Participants, characteristics of industrial markets, factors influencing industrial buying, Decision Process & Buying Patterns, Alternative views on Consumer Behavior-Marketing Ethics and Consumer Behavior, Consumerism, Consumer Behavior in the networked era.

Reference Books	Author/Publication
Consumer Behaviour	Loudon, David L. & Dellabitta, Albert / Tata McGraw Hill
Consumer Behaviour	Schiffman, Leon G., & Kanuk, Leslie Lazar/ Pearson Education
Consumer Behaviour–Buying Having & Being	Soloman, Michael R. / Pearson Education
Marketing Management	Philip Kotler, Kevin Lane Keller -14th ed./ Pearson Education

PGDM M03- PRODUCT AND BRAND MANAGEMENT	
Class	PGDM (2021-23)
Credits	03 (L-2,T-0,P-1)
Hours	30

**Course Outcomes: After going through the course, students shall be able to**

**CO1:** Understand the significance of product strategy as a critical source of business competitiveness and long term success.

**CO2:** Identify and Apply the brand positioning concept for the development of overall value of the firm/product.

**CO3:** Analyse and implement the marketing programs related with the brand.

**CO4:** Analyse and Evaluate the worth of a brand by measurement and interpretation of brand performance.

**CO5:** Create the sustainability of brand for the future aspects and growth of the brand as a whole.

### **Detailed Curriculum**

#### **UNIT I: Introduction to Product and Brand Management**

Basics Understanding of Brands; Brand vs. Product; Definitions – Product Concept vs Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

#### **UNIT II: Identifying and Establishing Brand Positioning**

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands, The Four Steps of Brand Building; Brand Positioning: Identifying and implementing brand positioning, Points of Parity, Points of Difference, Brand Audits.

#### **UNIT III : Planning and implementing Brand Marketing Programs**

Customer Based Brand Equity: Brand Knowledge, Sources of Brand Equity, Choosing brand elements to build brand equity, Designing Marketing Programs to build Brand Equity; Leveraging Secondary Brand Associations to Build Brand Equity

#### **UNIT IV : Measuring & Interpreting Brand performance**

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching. Brand Equity Management System, Brand Equity Measurement Systems; Tracking Customer-Based Brand Equity.

#### **UNIT V : Growing and Sustaining Brand Equity**

Designing and Implementing Brand Strategies: The Young and Rubicam (Y&R) Power Grid, Brand Architecture, Brand Stature/ Brand Strength, Managing Brand Portfolios, Brand Hierarchy Decisions; Brand Extensions; Managing Brands Over Time: Life Stages of a Brand, Brand Extensions, Brand Reinforcement Strategies; Managing Brands over Geography Global Branding, Global Brand Strategy.

Reference Books	Author/Publication
Strategic Brand Management: Building, Measuring and Managing Brand Equity	Kevin Lane Keller. Upper Saddle River, NJ: Prentice Hall.
Building Strong Brands	David Aaker, New York: Free Press.
Strategic Brand Management	J N Kapferer. New York, Free Press.



PGDM M04– INTERNATIONAL MARKETING	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Credits</b>	<b>03 (L-2, T-0, P-1)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**CO1:** Develop an understanding of the international marketing environment.

**CO2:** Analyse strategic business operations in the international arena.

**CO3:** Evaluation of product and pricing decisions for international brands.

**CO4:** Evaluate global marketing communication and distribution strategies for international brands.

**CO5:** Use the emerging trends, technologies and related applications in the international market.

#### **Detailed Curriculum**

#### **Unit 1: Introduction to International Marketing**

International Marketing: Definition, Importance, Changes and New Challenges, International Marketing Environment, Understanding Global Customers and International Market Segmentation.

#### **Unit 2: International Marketing Strategy**

Entry and Expansion Strategies: Marketing and Sourcing, Cooperative Strategies, International Market Selection Process, International Marketing Research, Competitive Analysis and Strategy.

#### **Unit 3: International Marketing Program I**

International Product Decisions: Product Positioning, Product Design Considerations, Geographic Expansion – Strategic Alternatives and New Products in International Marketing International Pricing Decisions: Objectives and Strategies, Transfer Pricing, Three Policy Alternatives of International Pricing.

#### **Unit 4: International Marketing Program II**

International Marketing Channels and Physical Distribution: Objectives and Constraints, International Channel Innovation.

Communication decisions for International Markets: International Advertising, Public Relations, Personal Selling, Sales Promotion, Direct Marketing, Trade Shows and Sponsorships.

#### **Unit 5: Emerging trends in International Marketing**

Global E-Marketing: Technological Discontinuities, New Technologies and Components of Electronic Value Chain, Global Services Marketing, Future of Global Marketing: Major Changes, Rise of Global Markets, Trade Logistics and International Shipping.

Reference Books	Author/Publication
Global Marketing Management	Warren J Keegan / Pearson
Global Marketing Management	Kiefer Lee/ Steve Carter, Oxford
International Marketing	RM Joshi / Oxford University Press
International Marketing: Text & Cases	J Paul & R Kapoor / McGraw Hill

PGDM M05 – INTEGRATED MARKETING COMMUNICATION	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Credits</b>	<b>03 (L-2, T,0, P-1)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**CO1:** Analyse all the tools of IMC and create sales promotions campaigns for specific products/services targeted to specific markets under a specific set of variables and constraints.

**CO2:** Understand principle sof Advertising and create advertising campaigns taking into consideration Advertising Models

**CO3:** Apply the skills in order to create an overall package for Budgeting, Media Strategy, scheduling and decide upon vehicle selection for carrying out ethical advertising in best possible manner

**CO4:** Analyse and evaluate the effectiveness of Integrated Marketing Management campaigns

**CO5:** Able to understand working of Advertising Agencies and evaluate their Compensation Plans

#### **Detailed Curriculum**

##### **Unit 1: Forms of Communication**

Elements of IMC: Advertising, Sales Promotion, Publicity, Personal Selling, Direct Marketing and direct response methods, Event Management, E-Commerce, Corporate Communication, Public Relations, Media relations.

##### **Unit 2: Overview of Advertising Management**

Advertising, Kinds of advertising, Role in Brand building, Varied Role different PLC stages, creating differentiation through advertising, Various Models of Advertising, Advertising Copy, Developing Advertising Copy, Advertising and Ethics: legal and social concerns. Relevance of use of Digital Tools, like VR (Virtual Reality), AI (Artificial Intelligence) in advertising.

Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E-Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising

##### **Unit 3: Media Planning & Advertising Research**

Media planning and strategies, Media Mix, Media Buying, Testing Media effectiveness, DAGMAR Approach, Allocation of Budgets, Current Media trends, Developing a communication campaign, Social media as a tool for advertising.

Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC

##### **Unit 4: Advertising Agencies & Direct Marketing**

Advertising Agencies, Advertising Agency Compensation, Working of an Agency, Retention of an Agency, Direct Marketing, Products suitable for direct marketing, Media for Direct Marketing.

##### **Unit 5: Sales Promotion**

Importance of Sales Promotion, Strengths and limitations of Sales Promotions, Consumer and Trade oriented Sales promotion, Types of Sales Promotion, Designing Sales Promotion Campaign.

Reference Books	Author/Publication
Advertising and Sales Promotion	SHH Kazmi & SK Batra / Excel books
Advertising Sales and Promotion Management	S.A. Chunawalla/Himalaya Publishing
Strategic Advertising Campaigns	Don E Schultz

PGDM M06 - MARKETING RESEARCH	
Class	PGDM (2021-23)
Credits	03 (L-2, T,0, P-1)
Hours	30

**Course Outcomes: After completing the course, students will be able to**

**CO1:** Develop insights related to marketing research process to come up with the solutions for marketing problems.

**CO2:** Use various scales for measuring consumer attitudes, perceptions and emotions.

**CO3:** Apply various marketing research techniques for developing effective marketing strategies for the development and launch of new products.

**CO4:** Apply various marketing research tools for better sales forecasting and making effective price decisions.

**CO5:** Use application of conjoint analysis, cluster analysis, discriminant analysis in managerial decision making.

### **Detailed Curriculum**

#### **Unit 1: Marketing Research and Managerial Implication**

Introduction, Marketing research: uses in Management, Process; Academic writing & Referencing-Steps in literature review, Development-Argumentation. Research Proposal: Purpose, nature & Evaluation-Content & Format-Practical considerations-timelines, budgets, supervision management- Presentation & defense. Scope, usage of marketing research for marketing-mix decisions, limitations of Market Research. Marketing Research and Marketing Information System, Marketing Research and Decision Support Systems, Marketing Intelligence and contemporary applications.

#### **Unit 2: Measurement in Marketing Research and Analysis**

Nature & types of marketing research, Qualitative research: Data Analysis. Measurement instruments- attitude measurement scales, measures of emotion, perceptual scales. Property of scales- reliability, validity, generalizability. Perceptual Mapping & Positioning, Measuring satisfaction, Sources of variation in Measurement, Controlling Exogenous variables.

#### **Unit 3: Tools for Marketing Research- Advertising & Promotion**

Product Research: New product development process, Test marketing, large Scale Market Simulators, Advertising & Promotion Research: Media Research, copy testing, Effectiveness of Advertising & Media Selection, Adstock Model, Optimizing Advertising, Experimental designs.

#### **Unit 4: Tools for Marketing Research- Sales and Pricing**

Sales Analysis research, Market potential analysis (Identification of ideal place), Sales forecasting Methods. Price sensitivity, Willingness to pay and measurement. Non-Linear pricing & Revenue Management: Price Bundling, Markdown Pricing, Using Solver to Optimize Price, Contemporary issues in Marketing Research- Ethics in Marketing Research.

#### **Unit 5: Research Analysis Tools & Multidimensional Scaling**

Multivariate Measures of Association: Multidimensional scaling and Marketing Applications, Conjoint Analysis and Applications- Products, Attributes and Levels; Full Profile Conjoint Analysis; Cluster Analysis, Discriminant & Canonical.

Reference Books / Magazines	Author/Publication
Research for Marketing Decisions	Paul E. Green, Donald S. Tull, PHI
Marketing Research- Text and Cases	Harper W. Boyd Jr. Ralph Westfall
Marketing Research- An applied orientation	Naresh Malhotra & Satyabhushan Dash, Pearson Education

## Detailed Curriculum

### YEAR II

#### FINANCE SPECIALIZATION

PGDM F01	Behavioural Finance	75
PGDM F02	Mergers, Acquisitions and Corporate Restructuring	76
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PGDM F01– BEHAVIOURAL FINANCE	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Credits</b>	<b>03 (L-2 T-1 ,P-0)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**CO1:** Understand the behavioral biases prevalent to humans and their connection with the financial markets.

**CO2:** Assess how the investor behavior and decision making is affected by their respective heuristics and biases.

**CO3:** Evaluate the impact of social forces governing buying behavior of investors.

**CO4:** Analyze the real-world financial bubbles and the underlying behavioral explanation for the same.

### **Detailed Curriculum**

#### **Unit 1: Introduction to Behavioural Finance**

Definition, behavioural finance micro and behavioural finance macro, important contributors, components, difference with standard finance; Market efficiency and anomalies; Expected Utility Theory; Agency theory; Limits to Arbitrage; Prospect theory, basic framework; Loss Aversion, model of loss aversion; Gambler fallacy, hot hand fallacy.

#### **Unit 2: Investor Behaviour**

Types of investors, objectives of investment, factors influencing Investor decision making, factors influencing investor personality, characteristics of successful investors; Risk Attitude, types of risk, standard finance view of risk, behavioural finance viewpoint of risk, risk perception, factors affecting risk attitude; Investor Personality, tools, investor models, contrarian investor, examples, strategies.

#### **Unit 3: Behavioural Biases and Irrational Investing**

Heuristics and Biases, representativeness heuristic, availability heuristic, affect heuristic, similarity heuristic; Cognitive and Emotional Biases, Overconfidence bias, cognitive dissonance bias, self-attribution bias, illusion of control bias, conservatism bias, ambiguity aversion bias, endowment bias, self-control bias, optimism bias, mental accounting bias, confirmation bias, hindsight bias, regret aversion bias, status quo bias, Strategies to Overcome Biases; Over Reaction and Optimism; Herding Behaviour and Mean Reversal.

#### **Unit 4: Recent Advances in Behavioural Finance**

Neuro Finance, human brain, brain secretions, neuro technology; Noise Trading, Behavioural Capital Asset Pricing Model, Behavioural Portfolio Theory, investor sentiments; Conflict of Interest and Group Psychology on Board, contract theory.

<b>Reference Book</b>	<b>Author/Publication</b>
Behavioural Finance: Insights into Irrational Minds and Markets	Monitor, J., Oxford University.
Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing.	Shefrin, H., Harvard Business School Press
Advances in Behavioral Finance	Thaler, R. H., Russell Sage Foundation
The Psychology of Finance: Understanding the Behavioural Dynamics of Markets.	Tvede, L., Wiley.

PGDM F02 - MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING	
Class	PGDM (2021-23)
Credits	03 (L-2,T-0,P-1)
Hours	30

**Course Outcomes:** After going through the course, students shall be able to C01: Understand various types of corporate restructuring for sustainable growth.

**C02:** Analyze the types of Merger/Acquisitions and their applicability and benefits for the organizations and for the stakeholders.

**C03:** Perform valuation of businesses for mergers and acquisition and compute the price to be paid to target company based on various valuation techniques.

**C04:** Assess basic measures of success for mergers, the basic scenarios for failure and various techniques to avoid hostile takeover.

### **Detailed Curriculum**

#### **Unit 1: Introduction to Corporate Restructuring**

Introduction of Mergers, Types of Mergers, Merger Strategy-Growth, Synergy, Operating Synergy, Financial Synergy, Diversification, Other Economic Motives, Hubris Hypothesis of Takeovers, Tax Motives Financial Evaluation, Joint Venture and Strategic Alliances.

#### **Unit 2: Legal Framework**

Legal Aspects of Mergers/ Amalgamation and Acquisition, Provisions of Companies Act, 2013, Regulation by SEBI, Takeover Code: Scheme of Amalgamation, NCLT, Valuation of a Business.

#### **Unit 3: Valuation of Mergers**

Methods of Valuation - Cash flow Basis, Earning Potential Basis, Growth Rate, Market Price etc. Computation of Impact on EPS and Market Price, Determination of Exchange Ratio, Impact of Variation in Growth of the Firms, MBO, LBO, Boot Strapping; Criteria for Negotiating Friendly Takeover, Financing of Merger.

#### **Unit 4: Defense Mechanism and Recent Trends**

Defense against Hostile Takeover, Poison Pill, Bear Hug, Greenmail, Pacman defense, Post Merger H.R. and Cultural Issues. Recent cases of Mergers and Acquisitions.

#### **Unit 5: Accounting for Mergers and Acquisitions**

Controversies and Dilemma in Accounting for M&A, Pooling of interest method, Purchase Method, IFRS 3.

Reference Book	Author/Publication
Mergers, Acquisitions and Corporate Restructurings	Gaughan, Patrick A.; Wiley India
Takeovers, Restructuring and Corporate Governance	J. Fred Weston, Mitchell, Mulherin and Salwan, Pearson Education
Mergers Acquisitions and other Restructuring Activities	Depamphilis Donald; Academic Press Advanced Finance Series,Elsevier Incorporation
Mergers, Acquisitions and Corporate Restructurings	Prasad G. Godbole, Vikas Publishing House

PGDM F03 - FINANCIAL DERIVATIVES	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Credits</b>	<b>03 (L-2,T-1, P-0)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**C01:** Understand the fundamentals of financial derivatives instruments and their need for existence in the domain of the financial markets.

**C02:** Analyze hedging, speculation, and arbitrage uses of various financial derivatives instruments used by traders and investors across the world.

**C03:** Perform valuation of futures and options for speculative and hedging purposes.

**C04:** Make derivatives strategies and take appropriate financial decisions in various business-related situations.

### **Detailed Curriculum**

#### **Unit 1: Introduction to Financial Derivatives**

Financial Derivatives: An Introduction to Financial Derivative Markets; Past and Present, Concept, Purpose, Types of Financial Derivative Instruments; Forwards, Futures, Types of traders: Hedgers, Arbitrageurs and Speculators. Difference between Exchange Traded and OTC Derivatives.

#### **Unit 2: Financial Forward and Futures Contracts**

Basic terminologies, difference between forward and futures, forward price, futures price of stock indices and currencies, commodity futures, cost of carry model for calculating futures prices, concept of margin in futures, types of margins, mark-to-market settlement, long and short positions in futures.

#### **Unit 3: Options contracts**

Mechanics of option markets, types of options, underlying assets, trading of options. Trading strategies involving options; Spreads: Bull, Bear, Butterfly and Combinations: Straddle, Strips & straps, Strangles. Greeks of options: Delta, Theta, Gamma, Vega, Rho. Valuing stock options: Black Scholes Model of options valuation.

#### **Unit 4: Swaps and Interest Rate Derivatives**

Mechanics of Interest Rate swaps, Valuation of Interest Rate swaps, Currency swaps, interest rate futures, bond futures, treasury-bill futures, forward rate agreements.

#### **Unit 5: Credit and other Derivatives**

Credit Derivatives: Credit default swaps, total return swaps, CDS forward and options, CDOs. Weather, energy and other derivatives contracts.

<b>Reference Book</b>	<b>Author/Publication</b>
Fundamentals of Future and Options	Hull, John, Pearson Education
Derivatives and Risk Management	Dhanesh Khatri, Prentice-Hall of India

PGDM F04 - SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Credits</b>	<b>03 (L-2,T-1,P-0)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**CO1:** Understand the availability of various investment alternatives.

**CO2:** Measure risk and return and their relationship.

**CO3:** Have a critical understanding of evaluating and analyzing the performance of a portfolio leading to sound decision making.

**CO4:** Understand the techniques used in predicting future price movements for investment related decisions.

### **Detailed Curriculum**

#### **Unit 1: Investment Environment**

Introduction to Investment - Investment, Speculation, Gambling, Investment objectives, Investment process, Investment planning and alternatives (including Mutual Funds and ULIP); Overview of financial markets and institutions, Introduction to Securities - Types of Securities, Securities market: New Issue Market, Secondary Market

#### **Unit 2: Fundamental & Technical Analysis**

Fundamental Analysis - Economic Analysis; Industry Analysis; Company Analysis - Qualitative factors, Quantitative factors; Concept and related theories of Technical Analysis; Efficient Market Hypothesis

#### **Unit 3: Risk and Return**

Definition of Risk, Systematic Risk, Unsystematic Risk, Measurement of Risk; Measurement of Return (Historical and Expected); Portfolio Risk and Return Calculation

#### **Unit 4: Portfolio Theory and Practice**

Portfolio Construction - Objectives, Constraints, Approaches (Traditional & Modern); Markowitz Model, Sharpe Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory

#### **Unit 5: Portfolio Evaluation and Revision**

Portfolio Evaluation - NAV, Sharpe Performance Index, Treynor's Performance Index, Jensen's Performance Index; Portfolio Revision; International Portfolio diversification

<b>Reference Book</b>	<b>Author/Publication</b>
Investments	Bodie, Kane & Mohanty; McGraw hill
Security Analysis & Investment Management	Fischer & Jordon; Pearson
Investment Analysis and Portfolio Management	Prasanna Chandra
Security Analysis and Portfolio Management	Ranganatham
Security Analysis & Portfolio Management	Kevin S, Phi Learning
Security Analysis & Portfolio Management	Pandian Punithavathy, Vikas Publishing



PGDM F05 -INTERNATIONAL FINANCIAL MANAGEMENT	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Credits</b>	<b>03 (L-2,T-1,P-0)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**CO1:** Understand the background of the international financial and monetary system spanning across the last few centuries.

**CO2:** Analyze the foreign exchange rates and determine the transaction process of foreign exchange markets.

**CO3:** Compute exposure to foreign exchange transactions for MNCs and how various players prevent themselves from the risks associated with such transactions.

**CO4:** Assess the instruments available for foreign exchange transactions and how the forex markets operate across the globe.

### **Detailed Curriculum**

#### **Unit 1: International Financial System**

Evolution of the International Financial System, Bretton Woods, International Monetary Fund, Activities of IMF, Exchange rate Regimes, European Monetary System, Exchange Rates; Movements in Foreign Exchange Rates and Impact on Trade and Investment Flows, Global Capital Markets

#### **Unit 2: Foreign Exchange Markets**

Balance of payments, Foreign Exchange markets, Participants in FE market, Quoting in FE market (Two way Quote, Spread, Cross rates), Settlements, Demand & supply of forex, Process of arbitrage, Forward rate theories- Theory of Purchasing power parity, Theory of interest rate parity, advanced indicators for forecasting exchanges rates, forward rate as an indicator of future spot rate.

#### **Unit 3: Foreign Exchange Risk, Exposure & Management**

Forecasting of exchange rates, Foreign exchange exposure (Transaction, translation & economic), Evaluation of exchange rate exposure for firms, Hedging in foreign exchange markets, risk in forward market, Foreign exchange futures market, Foreign exchange options market.

#### **Unit 4: Foreign Investment**

Theories based on market structure, theory of product life cycle, Hymer's theory, theory of internationalization of market of intermediate products, theory based on turnkey projects, foreign direct investment, venture capital, foreign capital budgeting process, cost of capital for multinational, investment in foreign securities.

#### **Unit 5: Foreign Operations**

International banking, international financial instruments, euro-credit market, euro-bonds market, Equity financing (GDR/ADR), Euro notes, international operations, currency of invoicing, letter of credit, bill of exchange, risks of international projects, international accounting and taxation.

<b>Reference Book</b>	<b>Author/Publication</b>
International Financial Management	Vyuptakesh Sharan, Pearson
International Financial Management	Jain, P.K. Joseph, S. Yadav, Macmillian
International Financial Management	International Financial Management - Alfred S B Macmillan

PGDM F06 - FINANCIAL MODELING & VALUATION	
Class	PGDM (2021-23)
Credits	03 (L-2,T-1,P-0)
Hours	30

**Course Outcomes: After going through the course, students shall be able to**

**C01:** Understand the basic and advanced features of excel used in financial modelling.

**C02:** Build financial models in different areas of finance by applying advanced features of excel..

**C03:** Developing Derivatives and Portfolio Models to undertake valuations responsive to the needs of diverse stakeholder requirements.

**C04:** Demonstrate intellectual independence and autonomy to solve problems and address industry issues and imperatives.

**C05:** Developing capabilities to offer advisory/consultancy services in the area of valuation.

### **Detailed Curriculum**

#### **Unit 1: Introduction to Financial Modelling**

Introduction to Financial Modeling-Concept, Relevance and Rationale, Basic and advanced Excel Tools for Financial Modeling

#### **Unit 2: Building Models in Finance**

Preparation of Common-Size Statements from Trial Balance, Forecasting of Financial Statements using Excel, Analysing the Financial Statements by using Spreadsheet Model

#### **Unit 3: Risk Analysis in Project Appraisal using Excel.**

Determining the project viability using NPV, IRR and similar measures, Simulation in Project Appraisal-Scenario Analysis, Crossover Rates Projections on Excel

#### **Unit 4: Business Valuation Modelling using Excel**

DCF Valuation, Relative Valuation, Sensitivity analysis of a valuation estimate , Mergers & Acquisitions (M&A) Modelling with Microsoft Excel- Basic consolidation steps, EPS accretion and dilution analysis, Leveraged Buyout (LBO) Modelling with Microsoft Excel.

#### **Unit 5: Value Enhancement**

Black and Scholes Model in Excel, Binomial Option Pricing Model, Greeks, VAR (Value at Risk)

#### **Unit-6: Portfolio Valuation**

Introduction, Returns, Portfolio Mean and Variance, Calculation of Efficient Portfolio, Calculation of Variance and covariance Matrix, Estimating Beta and SML (Security Market Line), Event study

Reference Book	Author/Publication
Financial Modeling	Simon Benninga, The MIT Press
Mastering Financial Modelling in Microsoft Excel	Alastair Day, Pearson
Investment Valuation	Aswath Damodaran, John Wiley & Sons
Absence of Arbitrage Valuation: A Unified Framework for Pricing Assets and Securities	Palgrave Macmillan US
Financial Analysis and Modeling Using Excel and VBA (Wiley Finance)	Chandan-Sengupta
Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity: (Wiley Finance) Hardcover	Paul Pignataro

## **Detailed Curriculum**

<b>YEAR II</b>		
<b>HUMAN RESOURCE SPECIALIZATION</b>		
<b>PGDM HR 01</b>	<b>International Human Resource Management</b>	<b>82</b>
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<b>PGDM HR 05</b>	<b>Human Resource Metrics &amp; Analytics</b>	<b>86</b>
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PGDM HR 01 –INTERNATIONAL HUMAN RESOURCE MANAGEMENT	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Credits</b>	<b>03 (L-2,T-0,P-1)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**CO1:** To develop the understanding of the concept of International human resource management and to understand its relevance in organizations.

**CO2:** Create appropriate business decisions to deal with business uncertainty.

**CO3:** Analyze the impacts of Globalization on HRM and develop generic and transferable skills- especially in diagnosing international HRM issues.

**CO4:** Understand key HRM challenges facing organization working globally.

**CO5:** Analyze international culture in SHRM and devise Global business strategies.

### **Detailed Curriculum**

#### **Unit I: International Context of HRM**

Introduction to IHRM, concept & Issues in IHRM, Barriers to effective IHRM, Variables between Domestic and International HRM, Strategic view of IHRM, Hofstadter's cross- cultural management study, Approaches, Cross national differences in personnel and organizations- Complexities and issues in managing human resource across countries; IHRM department and functions; Models of IHRM.

#### **Unit 2: International Staffing**

International Staffing -Approaches, Determinants of staffing choices, transferring staff for international business activities, staffing for international operations; Selection strategies for overseas assignments; Hiring– sources of international human resource power; International transfers; Expatriate Management- Problems of repatriation of overseas expatriates and strategies to tackle these problems.

#### **Unit 3: Training & Development in International Perspective**

International Training and Development and Careers Expatriate Training, development: Strategies & Objectives, HCN Training- Process, Emerging, Trends in Training for Competitive Advantage, Cross Cultural training- Frameworks Phases, Evaluating the Effectiveness of CCT, Re-Entry and Career Issues, The Repatriation Process, issues and challenges, Designing a repatriation program

#### **Unit 4: Compensation in International Perspective and Performance Management**

Factors associated with individual performance and appraisal: Organizational strategy, Identifying Variables Affecting Performance, Appraising the Performance, Issues in managing performance in Global Context, Difficulties in Assessment, International Compensation Approaches; Going Rate Approach, Balance Sheet Approach, Local Plus/ factors, methods and trends

#### **Unit 5: Industrial Relations and Other Issues in IHRM**

International Industrial Relations and the Global Institutional Context Concept, Key Issues and Concerns, Practices in various countries; Unions' Influence on International IR, Recent Developments in Management and Union Approach to International IR. HRIS: Meaning, Role of IT in HR, Designing of HRIS, Applications of HRIS in Employee Management, Limitation of HRIS.

<b>Reference Book</b>	<b>Author/Publication</b>
International Human Resource Management (5th ed.)	Dowling 3. Dowling, P. J., Festing, M., & Engle, Sr. A. D. Thompson Learning
International human resource management	Aswathappa, K. and Dash, S., McGrawHill Education India
Understanding cross-cultural management	Browaays, M. J., & Price, R. Prentice Hall. New Delhi

PGDM HR 02 - INDUSTRIAL RELATIONS AND LABOUR LAWS	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Credits</b>	<b>03 (L-2,T-0,P-1)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**CO1:** Understand Industrial Relation framework and will be in position to represent the management side of disputes.

**CO2:** Analyze Employee Relations within the perspective of Industrial Relations.

**CO3:** Evaluate the impact of Industrial Relations on the organization and will use the analytical skills in handling and evaluating the problems.

**CO4:** Remember some of the common key issues related to employee relations and implement the Labour Laws within organization.

**CO5:** Understand Industrial relations and Labour Laws and devise competency strategies based on labour laws.

### **Detailed Curriculum**

**Unit 1: Fundamentals of Industrial Relations** Concept, Function of IR Industrial Relations, Approaches to Industrial Relations, The Role of Government in Industrial Relations, Framework of IR – Discipline and Grievance Management, Negotiation and Collective Bargaining / Settlement, Participative Management and co-ownership, Dispute Resolution and Industrial Harmony, Stages in adjudication. Mediation process, Arbitration, labour Tribunals.

### **Unit 2: Fundamentals of Labour Laws**

Sources of Laws, Constitutional provisions with regard to labour laws, Labour laws enacted and enforced by the Central Government and State Governments, Labour Law Reforms.

### **Unit 3: Laws Related to Industrial Relations & Wages**

Trade Unions Act, 1926, Industrial Employment Standing Order Act, 1946, Industrial Disputes Act, 1947 DA (Dearness Allowance), Minimum Wages Act, 1948, the Minimum Wages (Central) Amendment rules, 2019, Payment of Bonus Act 1965, Maternity Benefit Act 1961.

### **Unit 4: Laws Related to Conditions of Service and Employment**

Factories Act, 1948, Contract Labour (Regulations & Abolition) Act, 1970, Bonded Labour System (Abolition) Act, 1976, Child Labour (Prohibition & Regulations) Act, 1986.

**Unit 5: Employment Relations Laws: Law of Social Security** Payment of Gratuity Act, 1972, Workmen's Compensation Act, 1923, Employee Provident Fund & Miscellaneous Provisions Act, 1952, Employee State Insurance Act 1952, Unorganized Workers' Social Security Act, 2008, Child Labour (prohibition and regulation) Act, 1986.

Reference Book	Author/Publication
Industrial Relations and Labour Laws	Piyali Ghosh, Shefali Nandan, McGraw Hill Education
Labour Laws for Everyday Made Easy	S.D. Puri & Sundeep Puri, Snow White Publications Pvt. Ltd.
Elements of Industrial Law	N.D. Kapoor, Sultan Chand & Sons Educational Publishers
Industrial Laws and Labour Laws	Malik, K.L., Eastern Book Company, Lucknow

PGDM HR 03 - HUMAN RESOURCE DEVELOPMENT	
Class	PGDM (2021-23)
Credits	03 (L-2,T-0,P-1)
Hours	30

**Course Outcomes: After going through the course, students shall be able to**

**CO1:** Understand the basic concepts, tools and techniques of HRD at all levels for competence building and decision making.

**CO2:** Design and formulate the HRD interventions and implement it for human capital development.

**CO3:** Analyze various factors and situations that is necessary for the development of HRD structures and evaluation of HRD interventions

**CO4:** Evaluate HRD as a powerful means for income generation and up gradation of quality of life in the organisation.

### **Detailed Curriculum**

#### **Unit 1: Introduction to HRD**

Conceptualization and definition of HRD, Evolution of HRD Concept in special reference to India, HRD and Personnel Management, HRD and HRM, Functions of HRD, Theoretical framework of HRD, Dimensions of HRD, Philosophy of HRD, HRD as a total system, Role of HRD professional, Emerging trends & challenges

#### **Unit 2: Developing HRD Structures**

HRD Need Analysis, Levels of Need analysis, Prioritizing HRD Needs on the basis of Needs Analysis, Competency Mapping and its role in developing HRD Structure

#### **Unit 3: Designing & Implementing HRD Interventions**

Designing HRD Interventions: Defining objectives, 4 Phases in HRD Intervention; HRD Interventions: Competency Mapping Exercise, Leadership Development Programs, Performance appraisal & Potential appraisal Interventions, Succession Planning, Training, Assessment & Development Centres and its types; HRD Interventions and their applications in organizations

#### **Unit 4: Maintaining and Evaluating HRD interventions:**

Maintaining HRD Interventions: Employee counseling, Coaching and Mentoring, Managing Quality of Work Life (QWL) through HRD - techniques for improving QWL, Quality Circles. Evaluating HRD Interventions: Purpose, models and frameworks of evaluation, Assessing impact of HRD Programs, Ethical issues concerning Evaluation

#### **Unit 5: HRD Climate & HRD Audit**

HRD Climate in India: Need to Develop Organisational Climate in Organisation, Components of HRD Climate, HRD culture; HRD Audit: Basic concept and components, HRD audit methodology and techniques

Reference Book	Author/Publication
Future of HRD	T.V.Rao, Response Books, Sage Publications
Understanding HRD Systems	Pareekh Udai & T.V Rao – Tata McGraw Hill
HRD Audit	Sage Publication
Human Resource	NEO, Tata McGraw Hill
Training for Development	Rolf, Lynton; Pareek, Udai, Sage Publications, 2 <sup>nd</sup> Ed. (2011)

PGDM HR 04 - ORGANISATIONAL CHANGE AND DEVELOPMENT	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Credits</b>	<b>03 (L-2,T-0,P-1)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**CO1:** Understand the concept of organization change and development.

**CO2:** Apply principles of managing change and organization development at the organization, group and individual level.

**CO3:** Analyze the current developments in the business environment as well as in the internal environment and their impact on business strategies.

**CO4:** Understand and design various OD interventions to take appropriate business decisions based on these changes.

### **Detailed Curriculum**

#### **Unit 1: Introduction to Organizational Change & Development**

Meaning, Nature, Types of changes, Historical Theories of planned change, Organizational Development – Nature and characteristics, models, values assumptions and beliefs in OD, Process of OD.

#### **Unit 2: Operational Components of OD**

Diagnostic, Action and Process – Maintenance Components, Action Research and OD, OD Practitioners: role, competencies and experiences.

#### **Unit 3: OD Interventions**

Human Process Interventions, Techno-structural interventions, Human Resource Management interventions, and Strategic Change interventions.

#### **Unit 4: Implementation and Assessment of OD**

Conditions for failure and success in OD efforts, Assessment of OD and change in organizational performance, Assessing Organizational Culture

#### **Unit 5: Applications of OD**

Organizational development in global settings, organizational development in non-industrial settings: healthcare, family business, school systems, and the public sector, future of OD.

Reference Book	Author/Publication
Organizational Development and Change	Cummings, Thomas G. and Christopher G. Worley, Thomson Learning
Organization Development	French, Wendell L. and Lecil H. Bell, PHI, New Delhi
Organizational Development Interventions and Strategies	Ramnarayan S., T.V. Rao and Kuldeep Singh, response Books, New Delhi



PGDM HR 05 - HUMAN RESOURCE METRICS AND ANALYTICS	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Credits</b>	<b>03 (L-2,T-0,P-1)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be able to**

**CO1:** Develop an understanding of the role and importance of HR metrics and HR analytics.

**CO2:** Analyze appropriate internal and external human resource metrics, benchmarks, and indicators.

**CO3:** Track, store, analyse and interpret HR data to support decision making to enhance the efficiency and effectiveness of human resource functions within the organization.

**CO4:** Apply quantitative and qualitative analysis to understand trends and indicators in human resource data

**CO5:** Interpret and communicate both qualitative and quantitative employee data.

### **Unit 1: Introduction to HR Metrics & Analytics**

HR Metrics: Concepts, Objectives, Historical evolution of HR metrics, concept of HR Analytics, HR Measurement journey in tune with HR maturity journey, Key Influencers in the HR Analytics Process, Difference Between HR Analytics and HR Metrics.

### **Unit 2 : Designing effective HR Metrics**

HR metrics design principles, Approaches for designing HR metrics, Model for adoption of HR Analytics, Analytical capabilities, Align HR metrics with business strategy, goals and objectives. Creating Business focused HR Scorecard.

### **Unit 3: Strategic HR Metrics**

Recruitment and Selection Metrics: Evaluating Reliability and validity of selection models, Predicting employee performance, Training and development Metrics, Engagement & Retention Metrics, HR Cost Benefit Metrics.

### **Unit 4 Relational databases and HR systems**

Database Concepts and its Application in HRIS, Planning and implementing a new HRIS, Components of an effective Analytics framework: HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talent ship Framework.

### **Unit 5: Basic understanding of Analytical tools**

**Data collection, tracking, entry, Assess IT requirements to meet HR needs, data visualization using MS Excel, Benchmarking and best practices, Connecting HR Analytics to business benefit (case studies)**

<b>Reference Book</b>	<b>Author/Publication</b>
"Predictive HR Analytics: Mastering the HR Metric",	Edwards Martin R, Edwards Kirsten (2016), Kogan Page Publishers, ISBN-0749473924
"The new HR analytics: predicting the economic value of your company's human capital investments",	AMACOM, ISBN-13: 978-0-8144-1643-3
HR Analytics Connecting Data and Theory	Rama Shankar Yadav Sunil Maheshwari, Wiley Publications



PGDM HR 06 - PERFORMANCE MANAGEMENT & COMPENSATION STRATEGIES	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Credits</b>	<b>03 (L-2,T-0,P-1)</b>
<b>Hours</b>	<b>30</b>

Course Outcomes: After going through the course, students shall be able to

**CO1:** Understand various dimensions of Performance Appraisal, Performance Management and Compensation Management

**CO2:** Analyze how PMS decisions and pay decisions help organizations achieve a competitive advantage and also to developments in business and human dimensions.

**CO3:** Apply the concept of Performance Management systems and Compensation Management to design framework of HR policies in business.

**CO4:** Exhibit knowledge of the performance management concepts like evaluation and reviews and their impact on employee behaviors.

### **Detailed Curriculum**

Unit 1: Performance Appraisal & Performance Management System

Performance Appraisal-Concept, Definition, Process, Performance Appraisal methods, Designing Performance Appraisal, Common Rating Errors in Appraisal, Potential appraisal; Performance Management System- Concept of PM, Model of PM, Characteristics of Effective PMS, Performance Appraisal to Performance Management, Performance Review & Monitoring

### **Unit 2: Performance Management Strategies and Interventions**

Reward based performance management, Career based performance management, Measurement based performance management, and Competency based performance management systems

### **Unit 3: Performance Management Implementation and Key Issues**

Bottlenecks in the implementation of PM, Strategies for Effective Implementation of PM, Team based performance management; Culture based performance management, Role of HR Professional in Performance Management, Ethics in Performance Management, Current Trends and Challenges in Performance Management System

### **Unit 4: Compensation and pay for performance**

Compensation: meaning, factors influencing compensation decision. Components of remuneration- basic pay, allowance, incentives and fringe benefits: Variable pay-necessity, different concepts of variable pay- ESOP, profit sharing plan,

### **Unit 5: Designing Pay Structures**

Designing Pay Ranges and Bands considering internal and external equity, Understanding and calculation of CTC in India, Concepts - Gross salary and Net salary; Retirement plans & VRS.

Reference Book	Author/Publication
Performance Management	Aguinis, Herman, Pearson Education, Inc.
Performance Management	Kandula, Srinivas R., PHI, New Delhi
Performance Management and Appraisal Systems.	Rao, T.V., Response Bank, New Delhi.
Compensation	Milkovich, George T and Newman, Tata McGraw Hill
Compensation Management	Henderson, R.O., Pearson Education.
Strategic Compensation	Martocchio, J.J., Pearson Education.
Compensation Management	Dr. Sakshi Vasudeva, Galgotia

## Detailed Curriculum

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INFORMATION TECHNOLOGY SPECIALIZATION		
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PGDM IT 01 - DATABASE MANAGEMENT SYSTEM AND DATA WAREHOUSING	
Class	PGDM (2021-23)
Credits	03 (L-2,T-0,P-1)
Hours	30

**Course Outcomes: After going through the course, students shall be able to**

**CO1:** Have a broad understanding of database concepts and database management system software.

**CO2:** Model an application's data requirements using conceptual modelling tools like ER diagrams and design database schemas based on the conceptual model.

**CO3:** Create and solve Database problems using Oracle SQL and PL/SQL. This will include the use of Procedures, Functions, Packages, and Triggers.

**CO4:** Design data warehouses and will have the ability to apply acquired knowledge for understanding data and select suitable methods for data analysis.

### **Detailed Curriculum**

#### **Unit 1: Introduction**

Purpose, Advantages and Disadvantages of DBMS: Data Models, Schemas and Instances, DBMS Architecture and Data Independence, Types of DBMS-Hierarchical, Network, Relational, Object-Oriented and Object Relational.

#### **Unit 2: ER-Model**

ER-Model: Basic Concepts, Design Issues, Mapping Constraints, Keys, E-R Diagram: Design of and ER Database Schema, Reduction of E-R Schema of Tables, SQL: Background, Basic Structure, Set Operations, Aggregate Functions, Null Values, Nested Sub Queries, Derived Relations, Views, Modification of Database, Joined Relations, Data Definition Language, Domain Constraints, Referential Integrity

#### **Unit 3: Oracle**

Basic Architecture, Data Definition, Data Manipulation, Introduction to PL/SQL (Conditional Logic loops, GOTO Statements, Exception Handling, Triggers, Procedures, cursors)

#### **Unit 4: Structure of Relational Database**

Relational Algebra, functional Dependencies, normal forms, NF1, NF2, NF3, BCNF, Concurrency: ACID Properties, Transaction states, Locks, Deadlock Condition, Two-Phase Locking Protocol.

#### **Unit 5: Data Warehousing**

Data Warehousing, Definitions and Concepts, Types of Data warehouse, Data warehouse architecture, Multidimensionality, Knowledge Discovery in Databases (KDD), framework of KDD.

Reference Book	Author/Publication
Database System Concepts	H. Korth, A. Silberschatz, Third Edition, McGraw-Hill International.
Database Management Systems	Panneerselvam, R.
An Introduction to Database Systems	B. Desai, Galgotia Publication.
Building the Data Warehouse	Inmon, William H.

PGDM IT 02 -DATA MINING AND SYSTEMS FOR MANAGERIAL DECISION MAKING	
Class	PGDM (2021-23)
Credits	03 (L-2,T-0,P-1)
Hours	30

**Course Outcomes: After going through the course, students shall be able to**

**C01:** Understand the functionality of the various data mining and data warehousing component.

**C02:** Compare different approaches of data ware housing and data mining with various technologies like ERP.

**C03:** Understand the basic concepts of ERP, identify different technologies used in ERP and apply the concepts of ERP Manufacturing Perspective and ERP Modules.

**C04:** Understand the structure of a block chain and analyze the incentive structure in a block chain-based system assessing its functions, benefits and vulnerabilities.

**C05:** Implement a crypto currency system with simple functionality.

*Detailed Curriculum*

### **UNIT 1: Introduction to information systems**

Concepts of Data, Information, Information Systems & End Users. Systems Concepts: Open System, Closed System; Information Systems and Systems Concept. Building Information System: System Analysis and Design – Systems Development Cycle (Identification of Requirements, Feasibility Study, System Analysis, Design and Implementation). Types of Information systems: TPS, MIS, DSS, ESS, etc.

### **UNIT 2: ERP**

Introduction to Enterprise Resource Planning, Meaning of ERP, Characteristics of ERP, Components of ERP, ERP Modules: Manufacturing and Logistics, Sales and Distribution, Financial Systems, Human Resources etc. Client/Server Architecture: Two Tier Model, Three Tier Model-Multi-Client Server Solution: Presentation tier, Application tier and Database tier.

### **UNIT 3: Data Mining & Techniques**

Introduction to Data mining and techniques: Regression, clustering, classification, Association, decision tree, etc.

### **UNIT 4: Knowledge Management systems**

Definition and types of Knowledge, tacit knowledge and Explicit knowledge, Frame work for Knowledge Management, knowledge management cycle

### **UNIT 5: Introduction to Block chain and Crypto currency**

Block chain: Introduction, Advantage over conventional distributed database, Block chain Network, Mining Mechanism, Distributed Consensus, Life of Block chain application, Soft & Hard Fork, Private and Public block chain.

Cryptocurrency: Introduction to Cryptocurrency, History, Concepts of Bitcoins, DAO, Smart Contract, GHOST, Vulnerability, Attacks.

Reference Book	Author/Publication
Decision Support & Business Intelligent Systems	Turban, Sharda, Prentice-Hall
Enterprise Resource Planning	Garg, Vinod Kumar, PHI Learning Pvt. Ltd
Data Mining: Concepts and Techniques	J. Han and M. Kamber, Morgan Kaufman
Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction	By Arvind Narayanan, Joseph Bonneau, Edward, Princeton University Press

PGDM IT 03 – SOFTWARE ENGINEERING AND PROJECT MANAGEMENT	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Credits</b>	<b>03 (L-2,T-1,P-0)</b>
<b>Hours</b>	<b>30</b>

**Course Outcomes: After going through the course, students shall be**

**able to CO1:** Analyze the use of Software Engineering in Industry.

**CO2:** Have an understanding of software engineering concepts and models used so that they

can practically implement these concepts in global business environment.

**CO3:** Understand requirement of SPM and apply knowledge in Business Problem solving.

**CO4:** Evaluate and analyze the difference between Project lifecycle and product lifecycle which will aid in decision making.

**CO5:** Understand various parameters of Project monitoring and control so that they can critically think and analyze the real-life situations and decide which tool will be suitable in which scenario.

### ***Detailed Curriculum***

#### ***Unit 1: Introduction***

Introduction to software engineering, software processes, software development life cycle models, Software Metrics: Size metrics like LOC, Token Count and Function Count.

#### ***Unit 2: Software Engineering Concepts***

Cost estimation, static, Single and multivariate models, COCOMO model, Putnam Resource Allocation Model, Risk management. Software Requirement Analysis and Specifications: Problem Analysis, Data Flow Diagrams, Data Dictionaries, Entity-Relationship diagrams, Behavioral and non-behavioral requirements, Software Prototyping.

#### ***Unit 3: Introduction to Software Project Planning***

Fundamentals of Software Project Management (SPM), Need Identification, Vision and Scope

document, Project Management Cycle, Planning Objectives: Project Plan, Types of project plan, Structure of a Software Project Management Plan.

#### ***Unit 4: Project Organization and Scheduling***

Project Elements, Work Breakdown Structure (WBS): Types of WBS, Functions, Activities and Tasks. Project Life Cycle and Product Life Cycle, Ways to Organize Personnel, Project schedule: Scheduling Objectives, Building the project schedule, Scheduling terminology and techniques. Bar Charts: Milestone Charts, Gantt Charts.

#### ***Unit 5: Project Monitoring and Control***

Dimensions of Project Monitoring & Control, Earned Value Analysis, Earned Value Indicators: Budgeted Cost for Work Scheduled (BCWS), Cost Variance (CV), Schedule Variance (SV), Cost Performance Index (CPI), Schedule Performance Index (SPI), Interpretation of Earned Value Indicators, Error Tracking, Software Reviews, Types of Clean room process.

<b>Reference Books</b>	<b>Author/Publication</b>
Software Engineering: A practitioner's Approach	Roger S. Pressman, McGrawhill
Software Engineering concepts	Fairley, Richard
Software Project Management	M. Cotterell, Tata McGraw-Hill Publication
Software Project Management	Royce, Pearson Education

PGDM IT 04 - CLOUD COMPUTING AND IOT	
Class	PGDM (2021-23)
Credits	03 (L-2,T-1,P-0)
Hours	30

**Course Outcomes: After going through the course, students shall be able to**

**CO1:** Understand the concept of Cloud Computing and apply Cloud service and deployment models.

**CO2:** Analyze & describe the importance of virtualization along with the cloud computing technologies.

**CO3:** Design & develop backup strategies for cloud data based on features.

**CO4:** Understand IoT, its Architecture and capabilities.

### ***Detailed Curriculum***

#### **Unit 1: Introduction to Cloud Computing**

Cloud computing: Introduction, Evolution and Cloud Market; Technological Influences for Cloud Computing: Universal Connectivity, Excess Capacity, Open Source Software. Technology & Service Models for cloud computing: IaAS, PaAS & SaAS.

#### ***Unit 2: Cloud Deployment Models***

Public, Community, Private & Hybrid Models, Approaches for Migrating to Cloud. Information Assurance and Data Protection: Phases in Information Lifecycle and Key Challenges in Data Lifecycle Security.

#### ***Unit 3: Enterprise risk management in cloud computing***

Information security governance processes, Enterprise risk management in cloud computing. Data centre: Concept its Operations, Data centre Security Recommendations.

#### ***UNIT 4: Introduction to IoT***

An Architectural Overview– Building an architecture, Main design principles and needed capabilities, standards considerations. M2M and IoT Technology Fundamentals- Devices and gateways, Local and wide area networking, Data management, Business processes in IoT, Everything as a Service (XaaS), M2M and IoT Analytics.

#### ***UNIT 5: IoT Architecture***

Introduction, State of the art, Reference Model and architecture, IoT reference Model IoT Reference Architecture Introduction, Functional View, Information View, Deployment and Operational View, Other Relevant architectural views, Data representation and visualization, Interaction and remote control.

Reference Book	Author/Publication
Cloud Computing: From Beginning to End	Ray Rafaels, Createspace Independent Publishing Platform
Handbook of Research on Cloud Computing and Big Data Applications in IoT	B. B. Gupta and Agarwal IGI Global

PGDM IT 05 – E-BUSINESS	
Class	PGDM (2021-23)
Credits	03 (L-2,T-1,P-0)
Hours	30

**Course Outcomes: After going through the course, students shall be able to**

**CO1:** Analyze business models functioning in the “real world” that will develop their business related analytical & critical skills.

**CO2:** Plan a business venture taking the aid of electronics media like Internet. They will be able to characterize basic marketing techniques and strategies on the internet, including analysis of their effectiveness that will help them to understand digital global business environment.

**CO3:** Do SWOT analysis of the traditional approach of businesses and new technologically inclined way of doing businesses that will help them to understand economic, legal and global business environment compared to traditional approach.

**CO4:** Develop a tendency to actively use the Internet in one's economic and social activities and in creating one's own career which will enhance their analytical, critical and decision making skills.

### ***Detailed Curriculum:***

#### **Unit 1: Introduction to e-business**

Electronic business, Electronic commerce, Types of Electronic Commerce, Benefits, Limitations and Barriers of e-commerce, Electronic commerce models, value chains in ecommerce, e-commerce in India, Intranet, Composition of Intranet, business applications on Intranet, Extranets, Electronic Data Interchange (EDI), Components of EDI, EDI communication process.

#### ***Unit 2: Security issues in e-business***

Security overview, e-commerce threats, Encryption, Cryptography, Public key and Private Key cryptography, Digital Signatures, Digital Certificates, Securing E-commerce Networks: Security Protocols such as HHTP, SSL, Firewalls, Personal firewalls, IDS, VPNs, Public Key Infrastructure (PKI) for security.

#### ***Unit 3: Electronic Payment Systems***

Concept of e-money, Electronic payment system, Types of electronic payment systems, Credit and Debit cards, charge cards, smart cards, Ru-pay cards, e-wallets, Infrastructure issues in EPS, Electronic fund Transfer.

#### ***Unit 4: E-business Applications***

Applications and Strategies Business Models & revenue Models over Internet, Electronic Data Interchange (EDI), E-CRM, E-SCM

#### ***Unit 5: Emerging Trends***

Emerging Trends in e-business, digital commerce, Mobile commerce: Concepts, benefits and models, emerging trends in Mobile Apps, Strategies for e-commerce, Internet based business Models, Legal and Ethical issues of E-commerce.

Reference Book	Author/Publication
E-Commerce Fundamentals and Applications	Chan, Henry
E-Commerce	Gary P. Schneider – Cengage Learning
E-Commerce: Strategy, Technology, & Applications	Whiteley, David
E-Business and E-Commerce Management Strategy, Implementation and Practice	Chaffey,Dave



PGDM IT 06- GLOBAL INFORMATION SYSTEMS	
Class	PGDM (2021-23)
Credits	03 (L-2,T-1,P-0)
Hours	30

**Course Outcomes: After going through the course, students shall be able to**

**CO1:** Understand and apply the fundamental concepts of Global information systems in business processes.

**CO2:** Understand & develop the knowledge about Global Knowledge Management.

**CO3:** Analyze managing globally distributed teams and intercultural communication.

**CO4:** Apply a framework and process for aligning organization's IT objectives with business strategy.

### ***Detailed Curriculum***

#### ***UNIT 1: Introduction***

Definition of GIS, Tasks in GIS designing, Scenarios and applications.

#### ***UNIT 2: Global Knowledge Management***

Conceptual Foundation, Frameworks, Context/Barriers and Culture, Processes, Knowledge and Knowledge Representation, Tools and Social Software; Assessment of KM, Business Process Integration

#### ***UNIT 3: Global Information Systems***

Management and Design approaches, managing globally distributed teams and intercultural communication, Tools for groups support, coordination and communication

#### ***UNIT 4: Technical Aspects***

Internationalization and localization, User Interface Design, Advanced Approaches and recent research, International Project Management

#### ***UNIT 5: Competences***

Essentials to work successfully in global settings, Analysis and evaluation of management GIS development problems in global organizations, Evaluation of systems' adaptation and adoption, team processes in global settings.

Reference Book	Author/Publication
Global Information Systems	Dorothy E Leidner, Tim Kayworth, Routledge Publications
Management Information Systems. Managing the digital firm.	Laudon, K.C. and Laudon, Pearson.
Management Information Systems	Srivastava, Pankaj
Management Information Systems (T&C)	Jawadekar, Waman S.



## Detailed Curriculum

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YEAR II		
OPEN SPECIALIZATION		
PGDM OP 01	Retail Management	96
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PGDM OP 01 – RETAIL MANAGEMENT	
Class	PGDM (2021-23)
Credits	03 (L-2,T-0,P-1)
Hours	30

**Course Outcome: After going through the course, students shall be able to**

**CO1:** Remember and understand all the relevant concepts of retail management.

**CO2:** Evaluate and apply the different retail management strategies.

**CO3:** Develop and create effective decision alternatives in retail management problems.

### ***Detailed Curriculum***

#### **Unit 1: Introduction to Retailing**

Definition, scope and importance of Retailing, Retail Formats, Theories of retail development, Global and Indian Retail scenario. FDI (Foreign Direct Investment) in Retail: Pros and Cons in the current scenario.

#### ***Unit 2: Logistics and Supply Chain Aspects in Retail***

An Introduction to Supply Chain Management-The Retail Channel-Planning of supply chain operations-Sourcing materials, making products, product delivery and return-The impact of technology on supply chain-How to measure performance in supply chain-Relationships and Challenges in supply chain- Impact of supply chain on consumers.

#### ***Unit 3: Retail Consumer Behavior***

Consumer Markets Population Analysis, Demographic Analysis, Consumer Buying Behavior, Buying Considerations: Product Tangibility, Consumer Requirements, Buying Influences, Psychological factors, Personal Factors, Social Factors, Consumer Decision Making process.

#### **Unit 4: Retail Brand Management**

Building and Developing Retail Brands-Generating brand loyalty-Retail Positioning and Brand image-Repositioning and brand image-Aligning the brand image with that of franchisees-Brand image and store image.

#### ***Unit 5: E-Retailing***

E-retailing as a format-Assortment Planning, merchandising and category management for e-retailing, Inventory management for e-retailing, Retail Strategies in the context of e-retailing-Running an e-retail organization, Loyalty and e-retailing, Consumer behavior and e-retailing.

Reference Books	Author/Publication
Retailing Management	Levy M. Weitz B.A. and Pandit A. (2012), 8/e, Mc Grawhill Education.
Retail Management	Berman B. Evans J.R. & Mathur, M. (2011), 11/e, Pearson Education.

PGDM OP 02– TOURISM AND HOSPITALITY MANAGEMENT	
Class	PGDM (2021-23)
Credits	03 (L-2,T-0,P-1)
Hours	30

**Course Outcome: After going through the course, students shall be able to**

**C01:** know concepts, tools and techniques of corporate strategic management enabling them to develop analytical skills and the aptitude to look at the totality of situations.

**C02:** gain insight into the role of marketing in tourism strategy development.

**C03:** apply strategic marketing frameworks, concepts, and methods to different types of tourism organizations; evaluate customer-life time value; assist tourism organizations to deliver excellent tourism experiences.

**C04:** resolve internal & external barriers to strategy implementation in hospitality and tourism through various approaches.

**C05:** gain broad perspective on themes and issues of travel and hospitality Management along with their relevance and application in the Indian and international prospect.

### ***Detailed Curriculum***

#### **Unit 1: Introduction to Tourism & Hospitality Industry**

Introduction to Hospitality Industry, 5A's of tourism, Origin & Nature, Evolution & Growth of Hospitality Industry, Scope of Hospitality Management, Training for Hospitality Management.

#### ***Unit 2: International Tourism & Laws***

Organized travel & Events, Globalization & business world; International rules & cultural diversity; International tourism sales & marketing. Recognition of Travel Agency, Tour Operator & Travel Guide License & Permits required for Hotels National & International Organization: IATA, PATA, ICAO, WTO, UFTAA, FHRAI, TAAL.

#### ***UNIT 3: Types & Products of Tourism***

Tourism: Definition, Evolution, Components, Concept of Domestic & International Tourism, Basic Travel Regulation, Significance & Impacts of Tourism: Socio- Cultural, Economic & Environmental. Typologies of Tourism, Travel Motivators. Tourism products of India (Worlds Heritage Countries)

#### ***UNIT 4: Procedure & Operations in Tourism & Hospitality***

Facilitation - passport, visas, immigration, health requirements, travel insurance, Airport handling. Ticketing procedures, control methods, Alliances & Loyalty programmers, Quality & feedback management. Role of front office & housekeeping in hospitality operations, Organization Chart of front office department a. Organization of front office department on the basis of size and type b. Job positions in the front office department c. Qualities, personality traits, customer handling etiquettes & competencies of front office staff.

#### ***UNIT 5: Tourism & Hospitality Marketing***

Characterization, Scope of Tourism & Hospitality Management; Itinerary Planning & Budgeting; Service Characteristics Segmentation, Targeting & Positioning of Hospitality Industry, Marketing Mix & Marketing Strategies for Hospitality & Tourism.

Reference Book	Author/Publication
Introduction to Hospitality Management	John R. Walker (3rd edition), 2010
Hospitality Today: An Introduction	Rocco M. Angelo and Andrew N. Vladimir.
Hotel management and operations	Denney G. Rutherford, Michael J

PGDM OP 03–MICRO AND SMALL BUSINESS MANAGEMENT	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Credits</b>	<b>03 (L-2,T-0,P-1)</b>
<b>Hours</b>	<b>30</b>

*Course Outcomes: After going through the course, students shall be able to*

**C01:** Remember, understand and exhibit knowledge about the nature of business activity, ownership types and environment in which business operates and apply this knowledge in establishing a small-scale business.

**C02:** Understand, analyze and evaluate the importance of small-scale business in a developing economy like India.

**C03:** Plan, apply and execute to set up a small-scale business.

**C04:** Analyze the opportunities and challenges for starting a micro or small business in context of globalization.

### ***Detailed Curriculum***

#### **Unit 1: Introduction to Micro and Small Business**

Micro and Small Business - Concept, Features, Advantages and Disadvantages, Reasons for Establishing Micro and Small Business, Failures of Micro and Small Business, Different Stages/steps of Micro and Small Business, Crisis Management in Business, Micro and Small-scale Sector in India.

#### ***Unit 2: Dynamics of Micro and Small Business Concepts***

Government Policy and Development of SSIs – Growth and Performance, Reservation of items for SSI, Problems of SSI, Sickness of SSI: Causes, Symptoms and Cures, Prospects of Micro and SSI in India.

#### ***Unit 3: Institutions Supporting Micro and Small Business***

Central, State and Other Institutional Support for SSI, Technological Up gradation and Institutional facility, Incentives and Subsidies.

#### ***Unit 4: Management of Micro and Small Business Production Management***

Financial Management, Marketing Management, Strategic Management, Personal Management and Office Management in Micro and Small Business Enterprises.

#### ***Unit 5: Global Opportunities for Micro and Small Business Small Enterprises in International Business***

Share of SMEs in India's exports; Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises – Exposure and Observation.

Reference Book	Author/Publication
The Essence of Small Business	Barrow C., Prentice Hall of India, New Delhi, 1997.
Economics of Small-Scale Industries	Bedapatai Mohanty, Ashish, New Delhi, 1986
Entrepreneurship Development and Micro and Small Business Enterprises	Charantimath P.M., Pearson Education, New Delhi, 2006.
Small Scale Industry Interrelationship with Large Scale Industry	Dhanulinga Nadar, Rainbow, Coimbatore, 1985.
Industrial Economics: Indian Perspectives	Francis Cherunilam, Himalaya, Delhi, 1989.
Advances to Small Industries and Small Borrowers	Gopal Swaroop, Sultan Chand, New Delhi, 1986

PGDM OP 04 – SUPPLY CHAIN & LOGISTICS MANAGEMENT	
<b>Class</b>	<b>PGDM (2021-23)</b>
<b>Credits</b>	<b>03 (L-2,T-0,P-1)</b>
<b>Hours</b>	<b>30</b>

*Course Outcomes: After completion of the course, students shall be able to*

**CO1:** Apply the basic framework of Supply Chain Management and basic concepts in logistics.

**CO2:** Exhibit knowledge about distribution, warehousing and apply it in strategic planning of supply chain.

**CO3:** Analyze and use inventory management methodologies and evaluate and select transportation modes.

**CO4:** Evaluate the strategic role and impact of IT on supply chain integration.

#### *Detailed Curriculum*

#### **Unit 1: Overview to Supply Chain**

Concepts of Supply Chain, Objectives, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in SCM, Logistics & SCM, Supply Chain Drivers and obstacles, Supply chain strategies, Best practices in SCM, Obstacles in streamlining SCM.

#### **Unit 2: Logistics Management**

Logistics: Evolution, Objectives, Components and Functions of Logistics Management, Distribution related Issues; Competitive advantage through Logistics Management, Transportation- Functions, Costs and Mode; Network and Decision, Containerization, Cross docking.

#### **Unit 3: Performance of Supply Chain**

Supply Chain Performance: Bullwhip effect and reduction, Performance measurement: Dimension, Performance Measurement Tools: SCOR Model. Demand chain management, Global Supply Chain- Challenges, Factors influencing Global Supply Chain Network.

#### **Unit 4: Warehousing Management**

Warehousing: Concept and types, Warehousing strategy, Warehouse facility location & network design, Reverse logistics, Outsourcing- Nature and concept, Strategic decision to Outsourcing, Third party logistics (3PL), Fourth party logistics (4PL).

#### **Unit 5: CRM**

Supply Chain and CRM- Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM, Green supply chain management, Supply Chain sustainability.

Reference Book	Author/Publication
Supply Chain Management: Strategy, Planning and Operation	Chopra, Sunil, Meindl, Peter and Kalra, D. V; Pearson Education
Supply Chain Management: Concepts and Cases	Altekar, Rahul V.; PHI Learning Reference Books
Supply Chain Management	Ballou, Ronald H.; Pearson Education
Supply Chain Management	Sahay, B.S.; Macmillan

# HAPPY LEARNING !!

*“Knowing Is Not Enough; We  
Must Apply.*

*Wishing Is Not Enough; We  
Must Do.”*